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S. Department  
of Transportation

Urban Mass  
Transportation  
Administration

# Transit Pricing Demonstration in Bridgeport, CT: A Case Study

UMTA/TSC Evaluation Series

Final Report  
March 1986



### NOTICE

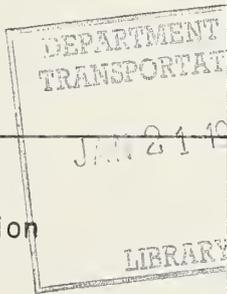
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16. Abstract  Sponsored by the Urban Mass Transportation Administration, Office of Service and Management Demonstrations, the Bridgeport Pricing Demonstration began in September 1979 and ended in June 1985. It was one element of a broader brokerage demonstration at the Greater Bridgeport Transit District (GBTD). The purpose of this case study report is to document the results of the pricing program, and their implications for other areas and transit agencies where similar actions might be considered.  The focus of the demonstration was the development of innovative fare prepayment mechanisms and their use in marketing the fixed-route bus system. The pricing manager designed fare prepayment mechanisms guided by revenue maximization and market segmentation objectives. A Commuter Pass was designed for use by commuters, and was restricted to use on weekdays during peak-hours only. The Fare Cutter Card was developed as an unrestricted, partial payment pass that required a small on-board cash fare for each trip made. Sales of the innovative passes implemented in Bridgeport were modest due to the lack of a sizable commuter or very price-sensitive transit market there. In other urban areas with different market and service characteristics, ridership response to similar market-segmented and restrictive use passes might be stronger.  Private sector involvement in the form of fare prepayment subsidization and joint marketing was also a major element of the pricing demonstration. The pricing manager actively pursued a program of basic transit marketing in Bridgeport, in which tokens and merchant discount coupons became a significant mechanism for various forms of transit promotion. Many of these efforts drew substantial employer and business community support and participation.		13. Type of Report and Period Covered Final Report September 1979 - June 1985	
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# METRIC CONVERSION FACTORS

## Approximate Conversions to Metric Measures

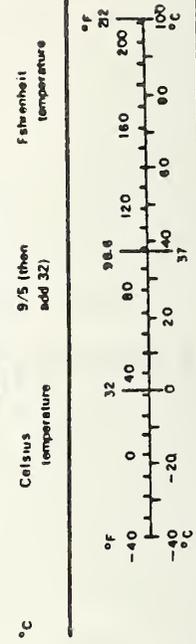
Symbol	When You Know	Multiply by	To Find	Symbol
<b>LENGTH</b>				
in	inches	*2.5	centimeters	cm
ft	feet	30	centimeters	cm
yd	yards	0.9	meters	m
mi	miles	1.6	kilometers	km
<b>AREA</b>				
in <sup>2</sup>	square inches	6.5	square centimeters	cm <sup>2</sup>
ft <sup>2</sup>	square feet	0.09	square meters	m <sup>2</sup>
yd <sup>2</sup>	square yards	0.8	square meters	m <sup>2</sup>
mi <sup>2</sup>	square miles	2.6	square kilometers	km <sup>2</sup>
	acres	0.4	hectares	ha
<b>MASS (weight)</b>				
oz	ounces	28	grams	g
lb	pounds	0.45	kilograms	kg
	short tons (2000 lb)	0.9	tonnes	t
<b>VOLUME</b>				
tsp	teaspoons	5	milliliters	ml
tblsp	tablespoons	15	milliliters	ml
fl oz	fluid ounces	30	milliliters	ml
c	cups	0.24	liters	l
pt	pints	0.47	liters	l
qt	quarts	0.95	liters	l
gal	gallons	3.8	liters	l
ft <sup>3</sup>	cubic feet	0.03	cubic meters	m <sup>3</sup>
yd <sup>3</sup>	cubic yards	0.76	cubic meters	m <sup>3</sup>

### TEMPERATURE (exact)

°F	Fahrenheit temperature	5/9 (after subtracting 32)	Celsius temperature	°C
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## Approximate Conversions from Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
<b>LENGTH</b>				
mm	millimeters	0.04	inches	in
cm	centimeters	0.4	inches	in
m	meters	3.3	feet	ft
m	meters	1.1	yards	yd
km	kilometers	0.6	miles	mi
<b>AREA</b>				
cm <sup>2</sup>	square centimeters	0.16	square inches	in <sup>2</sup>
m <sup>2</sup>	square meters	1.2	square yards	yd <sup>2</sup>
km <sup>2</sup>	square kilometers	0.4	square miles	mi <sup>2</sup>
ha	hectares (10,000 m <sup>2</sup> )	2.5	acres	
<b>MASS (weight)</b>				
g	grams	0.035	ounces	oz
kg	kilograms	2.2	pounds	lb
t	tonnes (1000 kg)	1.1	short tons	
<b>VOLUME</b>				
ml	milliliters	0.03	fluid ounces	fl oz
l	liters	2.1	pints	pt
l	liters	1.06	quarts	qt
l	liters	0.26	gallons	gal
m <sup>3</sup>	cubic meters	35	cubic feet	ft <sup>3</sup>
m <sup>3</sup>	cubic meters	1.3	cubic yards	yd <sup>3</sup>
<b>TEMPERATURE (exact)</b>				
°C	Celsius temperature	9/5 (then add 32)	Fahrenheit temperature	°F



\* 1 in = 2.54 (exactly). For other exact conversions and more detailed tables, see NBS Misc. Publ. 286, Units of Weights and Measures, Price 12.25, SD Catalog No. C13.10.286.

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## EXECUTIVE SUMMARY

The Greater Bridgeport Pricing Demonstration was part of a broader, five-year transportation brokerage demonstration that sought to systematically rebuild transportation services in the Greater Bridgeport, Connecticut region by closely matching the provision of transportation services to demand. The needs of various segments of the transit market were to be met through the design of a multi-modal system, where both public and private transportation services would be used as appropriate. In the context of this brokerage demonstration, a major goal of the pricing demonstration was to integrate the suppliers of transportation services. This would be accomplished by analyzing the costs of supplying services with various modes, and optimally pricing services to reflect both their actual costs and the characteristics of the specific market segments they were designed to serve.

Sponsored by the Urban Mass Transportation Administration, the Bridgeport pricing demonstration began in September 1979 and ended June 1985. The purpose of this case study report is to document the results of the pricing program, and the implications for other areas and transit agencies where similar actions might be considered.

There were five major elements to the original pricing demonstration: service cost analysis, market segmentation analysis, integration of service suppliers, development of fare prepayment mechanisms, and marketing of transit services. Work in the first three areas was conducted primarily in the first few years of the demonstration, but by 1982 the agenda of the Greater Bridgeport Transit District (GBTD) focused increasingly on the efficient provision of fixed-route bus service rather than implementation of a multi-modal system. Accordingly, the development of innovative fare prepayment mechanisms and marketing for that system became the main emphasis of the pricing demonstration. The involvement of the private sector in the form of

fare prepayment subsidization and joint marketing also became a major goal of the pricing demonstration.

Innovative Fare Prepayment: The pricing manager designed fare prepayment mechanisms for the GBTD bus system, guided by the objectives of revenue maximization and market segmentation. Using results of market research, two potential market segments were identified for which passes were then developed and introduced. The Commuter Pass was designed for use by commuters, and was restricted to use on weekdays during peak-hours only. The Fare Cutter Card was developed as an unrestricted, partial payment pass that required a relatively low, front-end payment, but a small on-board cash fare for each trip made. This instrument was designed for the more frequent, lower income transit user. Token 10-Packs were created for occasional users. These were eventually offered with a five cent discount on each token.

By designing market segmented and restricted use prepayment instruments, GBTD attempted to limit the revenue loss typically associated with general use passes. Such passes are often substantially discounted in order to broaden their appeal, but because they are used primarily by existing riders, their use beyond the "break-even point" represents a revenue loss for the transit agency. Rather than providing a direct public subsidy to pass prices as an incentive for pass purchase, indirect private sector subsidization was sought. Along with the development of the pass program, the pricing manager undertook an active program of basic transit marketing in Bridgeport, in which tokens and merchant discount coupons became a significant mechanism for various forms of transit promotion.

Private Sector Involvement: Participation of the private sector in transit promotion was achieved by the active recruitment of business community and employer sponsors. The fare prepayment system offered a central focus for this effort. The Value Fare Merchant Discount Program was developed in which pass and token purchasers could obtain retail discounts from participating local merchants. By the end of the demonstration, nearly 180 merchants throughout the region were participating in the

discount program by redeeming coupons worth the equivalent of at least one dollar. These coupons were distributed by GBTD in various marketing efforts. In exchange, these merchants received free advertising in GBTD's widely distributed booklet of participating merchants. In part, the concept was to transfer from a public subsidy attached directly to a conventionally discounted transit pass, to a privately sponsored discount indirectly subsidizing the pass purchase.

The Employer Program was another important element of the private sector involvement effort of the demonstration. Seventeen employers and educational institutions were recruited to provide subsidized passes and tokens at discounts ranging from 15 to 100 percent. Many of the employers initially participated in the Value Fare Discount Program.

Marketing programs targeted to non-transit users, were also developed, and drew heavily on private sector support. For example, direct mailings to potential transit users were subsidized by local sponsors in exchange for free advertising in the material distributed, and merchant discount coupons were distributed as a reward to those responding to the mailings by requesting transit information. For "Transit Discovery Day," a local bank and radio station covered the revenue loss resulting from the free bus rides offered, and paid a substantial portion of the direct costs of advertising for the event.

Accomplishments of the Demonstration: The Fare Cutter Card prepayment instrument developed by the demonstration was retained as a permanent element of the GBTD fare payment program. The Commuter Pass was abandoned after several years of disappointing user response. It was replaced by the more popular Weekday Pass, which was priced somewhat higher, removing the peak-hour only restriction, but remaining valid for weekdays only. While discounted to a greater degree than strict adherence to the initial pricing program's revenue loss minimization objectives would require, both passes kept elements of market segmentation and use restriction.

The market segmented and restricted use passes implemented in Bridgeport were not, however, as successful as hoped. In a region with a population of about 280,000 and average weekday transit ridership of about 16,000, monthly pass sales never exceeded 250 during the demonstration period. Choice ridership, and to some extent pass sales, was probably constrained by both the relatively low levels of service offered by the GBTD bus system and the Bridgeport economic environment, which was severely affected by the national recession during the course of the demonstration. Neither a large commuter market nor a very price-sensitive transit market was found in Bridgeport. This fact, above all else, appears to have substantially limited consumer response to the fare prepayment mechanisms implemented. In other urban areas where transit service levels are more attractive to the commuter and choicerider, rider response to market-segmented and restrictive passes might prove to be stronger.

The Bridgeport Pricing Demonstration introduced and demonstrated several fare related marketing innovations for transit agencies, such as the market segmented approach to pass program development and the Value Fare Merchant Discount Program. Perhaps the most important accomplishment of the demonstration is the manner in which elements of various approaches to transit pricing, fare prepayment, and marketing were linked together in a synergistic manner as part of an overall transit promotional strategy--one in which private sector involvement was both central and substantial. The transferability of some elements of GBTD's pricing program has already been shown by the consideration or adoption of similar merchant programs and innovatively priced passes at other transit agencies including: Norfolk, Virginia; Baltimore Metropolitan Transit Authority; and Lexington, Kentucky.

## 1. INTRODUCTION AND BACKGROUND

### 1.1 OVERVIEW OF TRANSIT PRICING ISSUES

An interest in transit pricing issues was expressed at both the local and federal levels in the late 1970's and early 1980's. It grew from a general concern among members of the transit community that already tight budgets would become tighter as fewer resources for operating subsidies were made available. A partial solution to this problem was seen in increasing fare box revenues so that transit users would pay for a greater share of operating costs. Many agencies implemented fare increases and service changes, often in a reactive mode, guided by political, fiscal, and administrative expediency without taking time to consider economic efficiency. Recognizing a need for better guidance in setting fare policy, representatives of local and federal transportation agencies and researchers in the field met to discuss innovative ways to improve transit pricing techniques at two federally-sponsored transit pricing conferences in 1979 and 1980. The transit pricing issues raised are evident in the design of the Greater Bridgeport Transit District (GBTD) Pricing Demonstration, funded by the Urban Mass Transportation Administration's Service and Methods Demonstration (SMD) Program from 1979 to 1985.

The proceedings from the transit conferences provide an excellent overview of transit pricing issues which continue to be relevant in the 1980's (References 8 and 19). The main concept around which much of the discussion focused is cost-based pricing. Historically, fares have been based on some combination of an estimate of the average cost of providing service and a policy of keeping fares at a level affordable to low-income users. Cost-based pricing involves relating fares to the marginal cost of providing service. For example, if it costs more to provide peak period service, then peak fares would theoretically be set higher than off-peak fares. As another example, fares could be tied to distance travelled. Cost-based pricing could also enable agencies to better match the supply of transit

service to demand, thereby creating an integrated system that meets the needs of the various subgroups within the transit market (commuters, intracity riders, transit captives, etc.).

In order to establish cost-based fares, transit agencies recognized a need for information and further study. The development and application of cost estimation and allocation models, which could assign costs at the route level, were seen as essential for producing the data on which to base fare and service policies. The relationship between cost-based pricing and fare prepayment mechanisms was also identified as an important area for exploration. The chief concern here was the development of efficient mechanisms that would not result in loss of transit agency revenue, but could reflect key cost-based pricing concepts, such as incorporation of fare variations for peak/off-peak use and distance travelled. Differentiation of service and fares to meet the needs of transit market subgroups was also desired.

The GBTD pricing demonstration provided an opportunity for further study in many of the areas suggested by conference participants. It drew upon the need for experience with pricing as an integrative mechanism for the design of transportation services to better match demand. The development of appropriate cost allocation models and fare prepayment mechanisms geared to market subgroups were part of the overall program. In addition, marketing the agency's services and increasing the role of the private sector in support for transit were also part of the demonstration.

## 1.2 OBJECTIVES OF THE BRIDGEPORT PRICING DEMONSTRATION ELEMENT

### 1.2.1 Initial Program Concepts

The GBTD pricing demonstration was part of a larger SMD-sponsored transit demonstration that sought to reconstruct public transportation in the Greater Bridgeport area by taking a brokerage approach to service provision. Under that approach, the transit district would provide (or contract for) diversified transportation services designed to meet the needs of specific

markets in the Bridgeport region. Thus, fixed-route bus service would be only one element of the agency's services; other potential elements could be special commuter vans and shared-ride taxi programs, for example. More detailed information about the framework of the overall demonstration is presented in Section 2.1.

As explained in the initial grant proposals for the brokerage and pricing demonstrations, the pricing component was intended to develop and implement fare strategies that would effectively integrate the fixed-route bus system and other public and private transportation services as they evolved from the brokerage demonstration. This would be accomplished in the pricing component by:

- o analyzing service costs;
- o analyzing user characteristics;
- o developing innovative fare structures to achieve efficient pricing;
- o marketing services and promoting efficient fare prepayment mechanisms; and
- o working with private sector transportation providers to develop services, and seeking private sector support for program elements.

Many of the issues and innovations raised at the 1979 and 1980 pricing conferences were incorporated into the initial objectives of the Bridgeport pricing program.

To fulfill its goals, the pricing demonstration began with a multistep work program which was outlined in the grant proposal:

1. Inventory and analysis of existing and potential transportation services, including detailed cost allocation analysis.

2. Analysis of markets for transportation services and development of a vigorous marketing campaign, including the development of fare prepayment mechanisms.

3. Development of pricing and service strategies for the various transportation service elements based on the results of (1) and (2). The objectives of those strategies would include:

- o cost-effective service provision and revenue maximization;
- o downtown growth, and community and economic development; and
- o promotion of various services to facilitate a variety of trip purposes.

4. Monitoring and evaluation of pricing and service strategies, including cost allocation procedures to monitor supply characteristics and modify strategies as necessary.

The pricing demonstration was in a large part a test of the concept of a "pricing manager" as a special planning position within a transit agency. The role of the pricing manager was to integrate innovative pricing and marketing techniques in the context of transit service and financial planning.

#### 1.2.2 Project Implementation and Evolution

Funded as of September 1979, the pricing demonstration completed work in each of the four steps described above during the first years (1980 and 1981) of its operation. However, its major focus, to integrate the variety of services to be offered by the transit agency, never fully materialized, due largely to a change in the agency's agenda toward early development of a fixed-route bus system, which decreased activity on planning the "multi-modal" network. The clear focus of the pricing demonstration from about 1982 on centered on the implementation of innovative fare prepayment mechanisms, geared to specific market

segments, and innovative marketing techniques to reach potential new riders in addition to existing riders. Private sector involvement was a major element of these innovations.

This shift in the direction of the demonstration was formally reflected in the stated goals of the amended grant application approved in September 1981, one year after the pricing manager position of demonstration had been filled. The stated goals of the amended demonstration were:

- o General
  - Demonstrate the role of a pricing manager for multi-modal and future-oriented public transportation development.
  
- o Revenue Management
  - Demonstrate revenue maximization, as bound by political, market and other constraints, for all modes deployed.
  - Demonstrate "third party support" as an integral element of transit financing.
  - Develop convenient, attractive and efficient mechanisms for fare payment.
  
- o Brokerage Support
  - Demonstrate the role of pricing management and innovations as a component of the transportation brokerage model.
  - Perform analysis of cost, subsidy and revenue issues.
  - Perform cost analysis of transit modes to yield guidance for cost-effective development and integration of alternate modes and combinations of modes.

- Demonstrate use of fare and fare-related mechanisms to facilitate efficient deployment of transit modes, and/or integrate service options to maximize user attraction.
- o Marketing
  - Demonstrate use of fare and fare-related mechanisms as efficient and effective marketing tools.

The ultimate emphasis of the demonstration on fare innovations and marketing resulted not only from the constraints placed on the initial program goals but also on the perspective and initiative of the pricing manager who joined the staff in 1980 and remained throughout the demonstration. This individual guided the demonstration toward its emphasis on innovative fare prepayment and marketing, and actively sought the involvement of the private sector. He perceived these approaches to be the most appropriate at the time for the Bridgeport environment, where the transit system was characterized by relatively low ridership levels, and a predominance of captive ridership. The pricing manager believed that transit's low level of penetration into the choice ridership market was, in part, the result of a lack of basic marketing and service information dissemination. Also, the pricing manager, along with his federal sponsors, was personally interested in the development of innovative, fare-related marketing techniques for their broader application to transit management nationally.

### 1.3 PURPOSE OF THE CASE STUDY REPORT

This case study report on the Bridgeport pricing demonstration is intended to serve the following purposes:

- o to document the planning framework, major activities, and resource requirements of the program;

- o to assess the effectiveness of innovative transit pricing concepts as they were applied in the Bridgeport environment; and
  
- o to disseminate information about transferable and productive innovations that other transportation agencies might adopt.

The remainder of the case study report is presented in three sections. Section 2 describes the context and setting of the pricing demonstration. It also includes a chronology of the pricing program as a summary of project events. Section 3 discusses the elements of the pricing program in detail, including the service component cost studies; market segmentation analysis; integration of transportation services; fare prepayment mechanisms; and private sector participation in fare prepayment and marketing. Finally, Section 4 provides a summary of program achievements, documents resource requirements with an eye toward presenting information useful to agencies interested in implementing some of the innovative techniques, and discusses the application of demonstration findings to other areas.



## 2. CONTEXT OF THE PRICING DEMONSTRATION

The initial concept of the pricing demonstration was tested in an environment that affected both the way implementation proceeded and the results that followed. In this chapter, the context of the pricing demonstration is described, so that subsequent discussion of its evolution, innovations, and results can be interpreted in the appropriate light. The important facets of the demonstration's setting include the larger brokerage demonstration to which it was linked, the demographic and economic characteristics of the greater Bridgeport region, the nature of transit service and market demand in the area, and the agency environment. Following a discussion of each of these elements is a chronology of pricing demonstration events, intended to serve as a point of reference for the events of the demonstration discussed throughout this report.

### 2.1 THE BRIDGEPORT BROKERAGE DEMONSTRATION

From mid-1978 to the present, the Greater Bridgeport Transit District (GBTD) has been involved in a demonstration of multi-modal transportation brokerage funded by the Urban Mass Transportation Administration (UMTA), primarily under the Service and Methods Demonstration (SMD) Program.\* The pricing demonstration, begun in September 1979 and ended June 1985, was but one part of this broader experiment. The brokerage demonstration was meant to be both innovative and monumental: GBTD had taken on the task of systematically rebuilding the entire public transportation system in the Bridgeport region (an area of 89 square miles and about 280,000 people). Prior brokerage experiments in other locations had been limited to a small number of markets or modes, primarily paratransit. The overall demonstration had as its goal

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\*The brokerage demonstration is described in: Transportation Brokerage Demonstration--Bridgeport, Connecticut, Interim Report, UMTA/TSC Evaluation Series, Report No. UMTA-CT-06-0008-83-2, April 1984.

the development of an integrated, multi-modal transportation network from a combination of services provided by both the public and private sectors. The actual services offered were to be based on an assessment of the transportation needs and demands of the community, with differences among market segments taken into account. Thus, by starting with a new, broadly-defined charter, GBTD planners would identify and institute the appropriate transportation service for particular travel markets, and not simply maximize the development of fixed-route bus services. The overall brokerage program was termed "transportation systems management" (TSM) by GBTD, consistent with national emphasis on that topic at the time of the grant proposal development (1978).

To support its comprehensive TSM objective, the brokerage program was supplemented by two other programs: the pricing demonstration and a community and economic development program. As described earlier, the major goal of the pricing demonstration was the integration of the transportation services through fare structures that reflected analyses of the cost of services provided and the market segments to be served. The community and economic development program enabled GBTD to target transit improvements to areas in need of commercial and residential revitalization.

Figure 2-1 depicts the organization of the overall brokerage demonstration. The TSM program was the central, integrating element of the demonstration. The TSM element was implemented through three sequential functions: comprehensive planning, service development, and service evaluation. The pricing element was under the control of the TSM element, but it also was intended to contribute to it by establishing overall goals and objectives and providing support to the brokerage's central management in the development of service options. This formal relation of the pricing element to the TSM element effectively ended in September 1982 when the key TSM staff member resigned and was not replaced. Similarly, the community and economic development element interacted with the TSM element but also was a separate center of project development.

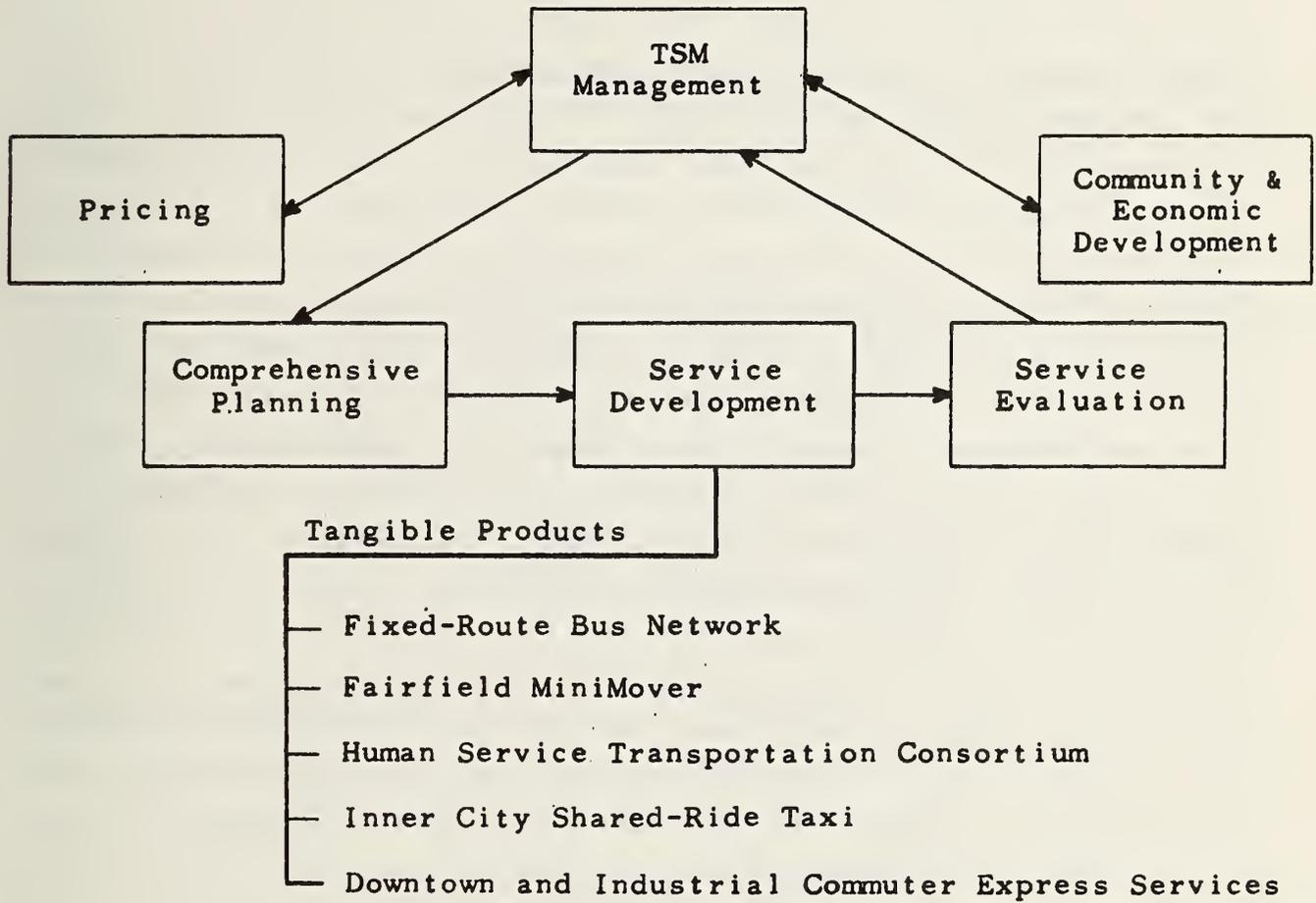


FIGURE 2-1. BRIDGEPORT BROKERAGE ORGANIZATION

Through its service development element, GBTD did promote and test a few new types of transportation services, but the fully-integrated multi-modal transportation system envisioned by the demonstration's initiators did not materialize. Some of the reasons for this are discussed later in this section. In addition to the fixed-route bus network, which was formed by a consolidation and revision of services previously provided by a number of private transit companies, GBTD also developed the Fairfield MiniMover, the Human Service Transportation Consortium (HSTC), and the Inner City Shared-Ride Taxi service. The MiniMover was a community-based minibus service, operating from February 1981 to June 1984, which provided morning and evening service to a commuter market (discontinued 1982) and daytime and weekend service for travel within the community. HSTC combined the resources of Bridgeport's elderly and handicapped service agencies to provide transportation services to those agencies, eliminating their independent, duplicative and costly individual transportation programs.\* A shared-ride taxi program was also developed and implemented for service to East Bridgeport, as part of the inner-city component of the overall demonstration. Within the fixed-route improvement category, new downtown-oriented commuter express and industrial express services were developed.

## 2.2 REGIONAL SETTING

The GBTD service area is comprised of four towns: Bridgeport, Fairfield, Stratford, and Trumbull. This section presents basic demographic, economic, and travel data relevant to the Bridgeport pricing demonstration for these towns. A synopsis of the data is included in Table 2-1.

The City of Bridgeport, which is the area of greatest population and employment density and the hub of GBTD bus service, has experienced a decline characteristic of older, northeastern

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\*A case study of HSTC is currently available: HSTC - Consolidation of Human Service Transportation in Bridgeport, Connecticut, Final Report, UMTA/TSC Evaluation Series, December 1983. Report No. UMTA-CT-06-0008-83-1.

TABLE 2-1. SELECTED DEMOGRAPHIC, ECONOMIC, AND TRAVEL CHARACTERISTICS OF GBTD SERVICE AREA

	Bridgeport	Fairfield	Stratford	Trumbull	Total
<b>Area Sq. Miles<sup>1</sup></b>	18	29	19	23	89
<b>Population<sup>1</sup></b>					
1970	156,542	56,487	39,775	31,394	284,198
1980	142,546	54,849	50,541	32,899	280,835
% change	-8.9	-2.9	1.5	5.1	-1.2
<b>Employment<sup>2</sup></b>					
1970	84,680	13,730	21,940	4,080	124,430
1980	73,544	19,871	28,100	8,220	129,735
% change	-13.1	44.7	28.0	101.5	4.3
<b>Unemployment Rate (%)<sup>2</sup></b>					
1st Quarter 1979	8.4	4.6	6.2	4.7	
1st Quarter 1983	12.4	5.5	8.3	6.0	
1st Quarter 1985	8.8	3.5	4.9	3.9	
<b>Median Income<sup>1</sup></b>					
Family, 1979	\$16,694	\$28,898	\$23,835	\$31,189	
<b>Journey to Work by Transit<sup>1</sup></b>					
(% of work trips to each destination made by transit)	4.4	2.0	1.7	1.2	3.2

Sources: <sup>1</sup>1980 U.S. Census of the Population

<sup>2</sup>Connecticut Labor Department

central cities in recent decades. Employment dropped by over 13 percent between 1970 and 1980. The unemployment rate increased from 8.4 to 12.4 percent between 1979 and 1983, coinciding with the early years of the pricing demonstration. The city is a relatively poor one, with a 1979 median family income of \$16,694 compared to \$23,151 for the State of Connecticut.

The remaining towns of the GBTD service area are economically better off than the City of Bridgeport, with a total of about 16,000 new jobs added between 1970 and 1980, lower unemployment rates, and median incomes above the state average. Fairfield and Trumbull, in particular, are affluent suburbs.

The relatively low use of transit for work trips is also indicated in Table 2-1. The greatest bus use is by those with destinations in the City of Bridgeport; about 4.4 percent took the bus to work in 1980 compared to 3.2 percent for the overall GBTD service area.

## 2.3 TRANSPORTATION SERVICES AND DEMAND IN BRIDGEPORT

### 2.3.1 Supply of Transportation Services

2.3.1.1 Greater Bridgeport Transit District - The Greater Bridgeport Transit District was formed in 1974 as a regional authority for the cities of Bridgeport, Fairfield, Trumbull, and Stratford, in order to regulate and promote a transit system comprised of four private bus companies. Because the agency's ability to affect regional transit service was limited under these arrangements, it eventually moved to acquire and operate all of the private bus services. GBTD officially became an operating agency in June 1979, when it acquired the first of the private companies. By February 1980, it had taken over all operations formerly provided by the private carriers. During that takeover period, the brokerage and related demonstrations were designed by the agency's executive director to guide and support the restructuring of public transportation in Bridgeport. At the height of the demonstration, 12 people were active in demonstration-related planning, out of a total of about 180 GBTD employees, including all administrative and operations staff.

GBTD is governed by an Executive Board, comprised of 10 commissioners and a chairman; each is appointed for a two-year term. Four commissioners are from Bridgeport; the remaining jurisdictions supply two each. GBTD also must work cooperatively with the Connecticut Department of Transportation (ConnDOT)--the distributor of federal operating funds and the source of local matching funds.

2.3.1.2 Transit Operations - The GBTD fixed-route bus system is comprised of 16 local routes that together serve all major activity centers in Bridgeport, Fairfield, Stratford, and Trumbull. Each route also serves the Bridgeport central business district. In addition, special commuter services are offered to two locations in Stratford and one in Trumbull, and there is a special shuttle service within Trumbull to the Trumbull Shopping Park.

The adult (18 and over) fare for the fixed-route service is, as of May 1985, 75 cents. A special 35 cent elderly and handicapped fare is available to riders with proper identification. Children under five ride for free, and there is a special 60 cent youth fare. Three fare prepayment mechanisms, which were developed under the pricing demonstration, are offered; these are described fully in Section 3.5.

Service levels of GBTD's fixed-route system are generally modest. The GBTD system service levels are summarized in Table 2-2, which shows average headways for 1984 weekday peak, weekday off-peak, and weekend service. Only one route has less than 15-minute headway during the peak period, while about 80 percent of routes have headways of 30 minutes or more. The level of service has changed little since GBTD's early operating days, but the changes that have occurred have generally reduced service by increasing headways or eliminating weekend and evening service. Modest service cuts were regularly made in the course of the pricing demonstration period. Thus, the pricing program was not supported by a high level of service in its attempts to promote transit use in Bridgeport.

TABLE 2-2. NUMBER OF ROUTES BY FREQUENCY OF SERVICE

<u>Average Headways</u>	<u>Number of Routes</u>			
	<u>Peak</u>	<u>Off-Peak</u>	<u>Saturday</u>	<u>Sunday</u>
15 Min. or less	1	1	1	0
20 Min.	1	1	1	0
25 Min.	1	1	1	0
30 Min.	6	4	3	1
35-55 Min.	2	3	2	0
60 Min.	5	6	5	8
TOTAL	<u>16</u>	<u>16</u>	<u>15</u>	<u>9</u>

Source: GBTD route schedules (effective 2/12/84).

### 2.3.2 Characteristics of Transit Demand in Greater Bridgeport

The GBTD fixed-route bus system has an average weekday ridership of approximately 16,000 unlinked trips. Two pertinent characteristics of the demand for transit in Bridgeport are presented here: peak period use and composition of the market.

2.3.2.1 Peak Period Use - Bridgeport transit ridership displays no strong peaking characteristics, as demonstrated by patronage data, rider profiles, and cost allocation studies. Unlike many small and medium-sized systems, there is not a significantly larger proportion of riders using the system in the usual morning and evening peak periods associated with home-to-work and work-to-home travel. Figure 2-2 displays this finding, showing GBTD ridership by time of day on a representative sample of routes.

2.3.2.2 Composition of the Market - The lack of peaking is tied to another characteristic of the Bridgeport transit market: only a small proportion of riders are commuters. A 1980 on-board survey identified commuters as 15 percent of transit riders. During the 1980-1983 period, ridership became more dominated by the elderly, school children, and those who had no transportation alternative. By 1983, GBTD estimated that the elderly and youth markets accounted for 40-45 percent of all transit trips, nearly doubling their market share from 1980.

## 2.4 TRANSIT AGENCY ENVIRONMENT

Changes in the internal environment of GBTD in the course of the demonstration played an important role shaping the pricing element. While the original concept of the pricing demonstration was closely linked to the overall brokerage program, an understanding of the agency and institutional environment will shed some light on how the pricing program developed its own set of goals and objectives as reflected in the amended grant application. Policies of the State Department of Transportation also influenced the operation of the demonstrations, and these will also be discussed.

<u>Time Period</u>	<u>Percentage of Riders</u>	
A.M.		
6-7	6%	-----+-
7-8	7	-----+--
8-9	7	-----+--
9-10	6	-----+-
10-11	7	-----+--
11-12	6	-----+-
P.M.		
12-1	8	-----+---
1-2	8	-----+---
2-3	10	-----+-----+
3-4	10	-----+-----+
4-5	11	-----+-----+-
5-6	7	-----+--
6-7	3	---
7-8	1	-
8-9	1	-
After 9	<u>1</u>	-
	100%	

Source: GBTD data, 1981.

FIGURE 2-2. GBTD RIDERSHIP BY TIME OF DAY  
(Representative Sample of Routes)

#### 2.4.1 GBTD Staff and Policy Shifts

The original brokerage approach was conceived by the initial executive director of GBTD, who was hired to implement the takeover of the private bus operations, and to bring new ideas to the development of the transit agency. As the takeover was completed and new buses for the system arrived, the Board's agenda for GBTD became increasingly focused on the development and operation of a traditional fixed-route bus system. It is not clear that the board ever fully understood or supported the brokerage demonstration concept. The policy focus on fixed-route transit by the Board, combined with friction between it and the executive director, led to his resignation after about a year of service. Since then, the two subsequent executive directors of the agency have been more involved with the requirements of implementing the fixed-route system than with the aggressive pursuit of the planned brokerage demonstration objectives. A number of very competent staff persons were initially brought in to manage and implement the demonstration innovations, however, there were resignations and a good deal of shuffling that followed from the changes at the top. Many positions were not refilled.\*

The pricing demonstration, though staffed by the same manager for the life of the project, adjusted to the change in environment but shifted its emphasis as the development of a multi-modal transportation system in Bridgeport was abandoned. The fare prepayment and marketing elements of the pricing program agenda focused necessarily on the fixed-route bus service, although obtaining Board approval for innovations in these areas was often a challenge.

#### 2.4.2 State Transportation Policies

The control by the state of funding for GBTD meant that GBTD was sensitive to the state's policies, but these sometimes were

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\*A detailed discussion of this period of GBTD history can be found in the Bridgeport Brokerage Interim Report.

barriers to achievement of demonstration goals. State restrictions made it virtually impossible to contract route services to private taxis, for example, even though that approach might be more cost-effective than running a bus. The mandate that 40 percent of the state-controlled GBTD budget be covered by farebox revenues heavily influenced the setting of fares. The GBTD Board followed the precedent set by Hartford's transit system regarding fare increases in determining the timing and level of its own fare increases. Although this was probably the most politically acceptable way to raise fares, these fare level decisions ran counter to the objectives of the pricing demonstration, which were to set fares in relation to the costs of providing different types of service, and in consideration of the various market segments and to maximize revenues.

## 2.5 CHRONOLOGY OF PRICING PROGRAM AND OTHER EVENTS

Figure 2-3 provides a detailed chronology of the pricing demonstration and important events of the brokerage demonstration that place the pricing program in its broader context. From the chronology, an overview of the demonstration activities can be obtained. The chronology is also intended to assist the reader in following the the implementation sequence of the pricing program elements discussed in the next section. Major events and activities are shown in boldface.

The planning stages of various activities are also included, so that the time gaps between planning and implementation can be ascertained. Finally, growth in the pricing demonstration's major programs has been included to provide a sense of program continuity.

1978	
AUGUST	RICHARD BRADLEY HIRED AS EXECUTIVE DIRECTOR; DEMONSTRATION PLANNING BEGINS
OCTOBER	7.7 MILLION UMTA CAPITAL GRANT RECEIVED FOR BUS COMPANY, NEW BUSES, MINIBUS AND EGH VEHICLE ACQUISITION
1979	
JUNE	1ST ELEMENT OF GBTD FIXED-ROUTE BUS SERVICE BEGINS  MARKET RESEARCH COLLECTS BASELINE DATA: O&D IN FAIRFIELD  EXECUTIVE DIRECTOR RICH BRADLEY LEAVES GBTD; REPLACED BY OPERATIONS DIRECTOR TOM BRIGHAM
SEPTEMBER	MAJOR SEC. 6 DEMONSTRATION GRANT RECEIVED, INCLUDING \$191,000 FOR PRICING
1980	
FEBRUARY	FIXED-ROUTE BUS ACQUISITION COMPLETE; BUS NETWORK FULLY OPERATED BY GBTD
MAY	INITIAL PASS PROGRAM PROPOSAL OF \$17 UNLIMITED USE MONTHLY PASS PROPOSED (SAME AS CT TRANSIT)
JUNE	FIXED-ROUTE DATA COLLECTION COMPLETED: ON-BOARD SURVEY AND ON/OFF COUNTS
AUGUST	RICHARD ORAM, PRICING MANAGER, JOINS GBTD STAFF
SEPTEMBER	GBTD IMPLEMENTS 1ST COMPREHENSIVE FIXED ROUTE SERVICE PLAN
OCTOBER	COST ALLOCATION STUDIES INITIATED: ULTIMATELY CAUSE REJECTION OF PEAK/OFF-PEAK FARES AND OTHER COST-BASED PRICING STRATEGIES
NOVEMBER	DEVELOPMENT OF FAIRFIELD MINIMOVER FARE SYSTEM AND PROMOTION PROGRAM
DECEMBER	INITIAL TRANSIT COST ALLOCATION STUDIES CONCLUDED
1981	
JANUARY	1ST EMPLOYER TRANSIT SUBSIDY RECRUIT: MECHANICS AND FARMERS BANK  BEGIN REGULAR TRACKING OF FIXED-ROUTE COST AND REVENUE DATA
MARCH	MERCHANT DISCOUNT PROGRAM OUTLINED

FIGURE 2-3. CHRONOLOGY CHART--PRICING DEMONSTRATION

1981 (Continued)	
MAY	PASS PROGRAM MARKET SEGMENTATION ANALYSIS COMPLETED
JUNE	UMTA AUTHORIZES DEVELOPMENT OF INTERIM MIS ON MINICOMPUTER
JULY	DEVELOPMENT OF MERCHANT DISCOUNT PROGRAM, TWO TIER PASS PROGRAM, AND TOKEN SALES PROGRAM, ACCEPTED BY BOARD AT HIGH PRICE TO AVOID REVENUE LOSS
AUGUST	GBTD FARE INCREASES FROM 50 TO 60 CENTS
SEPTEMBER	PHASE II PRICING DEMONSTRATION GRANT APPROVED FOR \$310,000
OCTOBER	TRANSIT PASS PROGRAM IMPLEMENTED WITH 1) COMMUTER PASS, 2) FARE-CUTTER CARD, 3) TOKENS, AND 4) VALUE FARE MERCHANT DISCOUNT COUPONS AS A REWARD FOR EACH PURCHASE
NOVEMBER	INTERIM MINICOMPUTER BASED MIS IN PLACE
DECEMBER	DISAPPOINTING PASS SALES LEADS TO INCREASED FOCUS ON MARKETING
1982	
JANUARY	EXPANSION OF MERCHANT DISCOUNT PROGRAM
MARCH	CONCERN FOR LOW PASS SALES SPURS INTRODUCTORY DISCOUNT PLANNING FOR SUMMER
APRIL	NEGOTIATIONS WITH DEPARTMENT OF WELFARE REGARDING SUBSTITUTION OF BUS TOKENS FOR CASH PAYMENTS TO CLIENTS FOR TRANSPORTATION ASSISTANCE; ULTIMATELY IMPLEMENTED
MAY	\$3.00 DISCOUNTED MONTHLY PASS PROMOTION FOR 3 MONTHS BEGINS; SALES DOUBLE
JUNE	COMPREHENSIVE FIXED-ROUTE SYSTEM CHANGES IMPLEMENTED JUNE 27: 1ST PLAN FOR STRATFORD; BECOMES POLITICAL PROBLEM FOR GBTD REDUCTIONS FOR BRIDGEPORT AND FAIRFIELD
JULY	PARATRANSIT MANAGER FIRED; POSITION NOT REFILLED
AUGUST	DISCOUNTED PASS SALES MAINTAINED INDEFINITELY  SMALL MARKETING-ORIENTED SURVEY OF MERCHANTS PARTICIPATING IN DISCOUNT PROGRAM CONDUCTED
SEPTEMBER	MAJOR CHANGES IN GBTD MANAGEMENT: BROKERAGE DEMONSTRATION MANAGER LANCE GRENZEBACK RESIGNS, ROSS BURKHARDT BECOMES ACTING GBTD EXECUTIVE DIRECTOR FOLLOWING RESIGNATION OF TOM BRIGHAM  SMALL-SCALE SURVEY OF GBTD BUS RIDERS CONDUCTED FOR INFORMATION CONCERNING FARE PREPAYMENT MECHANISMS
NOVEMBER	BUS RIDER SURVEY ANALYZED: LOW LEVELS OF PASS PROGRAM AWARENESS FOUND; NEW MARKETING APPROACHES FORMULATED, INCLUDING REWARDS FOR TRANSIT INFORMATION REQUESTS VIA THE VALUE FARE MERCHANT DISCOUNT  AFTER ONE YEAR, MONTHLY SALES REACH 47 FOR COMMUTER PASS, 74 FOR FARE CUTTER CARD, AND 218 FOR TOKEN 10-PACKS; ABOUT 120 MERCHANTS ARE PARTICIPATING IN THE DISCOUNT PROGRAM
DECEMBER	PURSUIT OF PROMOTIONAL SPONSORS FOR FREE RIDE DAY (TRANSIT DISCOVERY DAY) BEGINS

FIGURE 2-3. CHRONOLOGY CHART--PRICING DEMONSTRATION (Continued)

1983	
FEBRUARY	RICHARD REYNOLDS PROMOTED TO EXECUTIVE DIRECTOR OF GBTD (FORMERLY OPERATIONS MANAGER) FOLLOWING RESIGNATION OF ROSS BURKHARDT, ACTING EXECUTIVE DIRECTOR
MARCH	BUS PERFORMANCE MONITORING DATA COLLECTION: ON/OFF COUNTS
APRIL	SPONSORS FOR TRANSIT DISCOVERY DAY SECURED
MAY	RICH ORAM BEGINS ROLE AS CONSULTANT TO GBTD; TIME CUT TO MAXIMUM OF 80% OF FULL TIME  "VAL-PAK" MAIL PROMOTION TO 30,000 HOUSEHOLDS, OFFERING TRANSIT INFORMATION, FREE TOKEN AND MERCHANT DISCOUNT COUPONS
JUNE	GBTD ENDS FY WITH OVER \$90,000 OPERATING DEFICIT
JULY	CITY OF BRIDGEPORT BEGINS \$5/MONTH EMPLOYEE TRANSIT SUBSIDY
AUGUST	GBTD FIXED-ROUTE BUS FARES INCREASE FROM 60 TO 75 CENTS
SEPTEMBER	EVALUATION OF VAL-PAK MAIL PROMOTION INDICATED ITS POSITIVE IMPACT
OCTOBER	GBTD HOLDS "TRANSIT DISCOVERY DAY": FREE RIDE PROMOTION WITH FINANCIAL SUPPORT OF BUSINESS COMMUNITY; 5 TIMES HOLIDAY OR 3 TIMES WEEKDAY RIDERSHIP LEVELS REACHED
NOVEMBER	AFTER TWO YEARS, MONTHLY SALES REACH 52 FOR COMMUTER PASS, 108 FOR FARE CUTTER CARD, AND 760 FOR TOKEN 10-PACKS; ABOUT 130 MERCHANTS ARE PARTICIPATING IN THE DISCOUNT PROGRAM
DECEMBER	CHRISTMAS TREE LIGHTING LOW FARE/EXTENDED SERVICE PROMOTION FUNDED BY LOCAL BANK
1984	
JANUARY-MARCH	PEOPLES SAVINGS BANK (LARGEST S&L IN NEW ENGLAND) BECOMES 12TH INSTITUTION TO PARTICIPATE IN TRANSIT SUBSIDY PROGRAM FOR EMPLOYEES  COMMUTER PASS REPLACED BY WEEKDAY PASS, NOW VALID ALL HOURS MONDAY-FRIDAY; MINOR CHANGES IN SALES RESULT DESPITE \$2 PRICE INCREASE  PRICING MANAGER PARTICIPATES IN SERVICE DESIGN AND FUNDING PLANS FOR NEW BUS SERVICE TO SIKORSKY AIRCRAFT (EMPLOYER OF 7,000) AND MARKETING AND FARE CONSIDERATIONS FOR INNER-CITY "EAST SIDE RIDE" SHARED RIDE TAXI PROGRAM  "MODEL" TRANSIT/MERCHANT PROMOTION DEVELOPED FOR TRUMBULL SHOPPING PARK UTILIZING DIRECT MARKETING TECHNIQUES  DIRECT MAIL MARKETING FOR NEW EXPRESS ROUTE  TRANSITION PLANNING FOR END-OF-DEMO CONTINUES WITH:  - PLANS TO CONSOLIDATE ELEMENTS OF THE VALUE FARE MERCHANT DISCOUNT PROGRAM  - MAINTENANCE OF THE EMPLOYER PROGRAM  - DISCUSSION OF CONTINUATION OF ONE OR BOTH MONTHLY PASSES AND THE TOKEN PROGRAM: EACH IS ULTIMATELY CONTINUED  ORAM INVOLVEMENT REDUCED TO 50-60 PERCENT OF FULL TIME

FIGURE 2-3. CHRONOLOGY CHART--PRICING DEMONSTRATION (Continued)

1984 (Continued)	
APRIL- JUNE	<p>SURVEY ON VALUE FARE PROGRAM TO DETERMINE POPULARITY; RESPONSE LIMITED BUT FAVORABLE</p> <p>PRIVATE SECTOR SPONSORSHIP SECURED FOR "TRANSIT GUIDE TRUMBULL SHOPPING PARK"</p> <p>"EAST SIDE RIDE" SHARED-RIDE TAXI PROGRAM FOR INNER CITY RESIDENTS BEGINS JUNE 4</p> <p>FAIRFIELD MINIMOVER SERVICE DISCONTINUED</p> <p>PROMOTIONAL MAILING TO 50,000 BRIDGEPORT HOUSEHOLDS, SPONSORED BY LOCAL RADIO STATION</p> <p>GBTD REORIENTS ITS MARKETING AWAY FROM MEDIA AND DEDICATES BUDGET FOR MAINTAINING PRICING DEMONSTRATION ACTIVITIES</p>
JULY- SEPTEMBER	<p>COMMUTER BUS RUN ADDED TO SERVE SIKORSKY AIRCRAFT; COMPANY SUBSIDIZATION NOT APPROVED</p> <p>MERCHANT DISCOUNT PROGRAM MATERIALS CONSOLIDATED FOR POST-DEMONSTRATION TAKEOVER BY GBTD</p>
OCTOBER- DECEMBER	<p>AFTER THREE YEARS, MONTHLY SALES REACH 123 FOR FARE CUTTER CARD AND 1650 FOR TOKEN 10-PACKS; 122 NEW WEEKDAY PASSES WERE PURCHASED; ABOUT 170 MERCHANTS ARE PARTICIPATING IN THE DISCOUNT PROGRAM. ABOUT 15 FIRMS AND TWO UNIVERSITIES OFFER SUBSIDIZED PASSES AND TOKENS.</p> <p>PROMOTION AND DISTRIBUTION OF GBTD'S FIRST SYSTEM MAP</p>
1985	
JANUARY- MARCH	<p>TWO TECHNICAL SCHOOLS JOIN FARE SUBSIDY PROGRAM; NEW GBTD MARKETING DIRECTOR, NANCY TURGEON, BEGINS JANUARY 2; RICH ORAM NOW 25 PERCENT OF FULL TIME ASSISTS TRAINING OF NEW DIRECTOR</p> <p>PROPOSAL DEVELOPED FOR RADIO SPONSORSHIP OF MERCHANT DISCOUNT MATERIALS</p> <p>MARKETING PLANS FOR REMAINDER OF FY 85 AND FY 86 DEVELOPED</p>
APRIL- JUNE	<p>VALUE FARE SPONSORSHIP BY WEBE RADIO STATION SECURED</p> <p>ORAM INVOLVEMENT REDUCED TO LESS THAN 20 PERCENT OF FULL TIME; PREPARES FARE ALTERNATIVES REPORT</p> <p>FORMAL PRICING DEMONSTRATION CONCLUDED: JUNE 30, 1985</p>

FIGURE 2-3. CHRONOLOGY CHART--PRICING DEMONSTRATION (Continued)

### 3. IMPLEMENTATION OF THE PRICING PROGRAM

#### 3.1 PROGRAM OBJECTIVES

The overall goal of the pricing demonstration was to demonstrate the role of pricing management in a transit agency and in a multi-modal brokerage environment. Three basic objectives guided the development of the pricing program: revenue maximization, market-based pricing, and private sector involvement and support.

The implementation of pricing strategies based on the principle of revenue maximization was to be a guiding force behind the development of fares and fare-related mechanisms. In particular, the development of efficient fare prepayment mechanisms was a main element of this objective. The simple, general use transit pass so popular among transit agencies was viewed as inefficient by the GBTD pricing manager because pass prices were typically set with a low break-even number of rides, generally at the expense of system revenues. Thus, an alternative, more efficient pass program was sought. In addition, the goal of revenue maximization was to be achieved through the cost-effective development and integration of alternate modes and performance monitoring of existing modes.

Using a market-based pricing or market segmentation approach, the pricing program aimed to design transit services that would meet the specific needs and/or preferences of the subgroups that comprise the overall transit market. This approach could also be used to help set fares that would optimize ridership response for a given service policy. Market research would be used to identify the subgroups in GBTD's transit market and establish their preferences. In particular, market-based pricing would be applied in the implementation of fare-related innovations designed to maximize user attraction. Market-based pricing, however, can be at odds with a fare structure designed to minimize revenue loss, as in the case of lower fares for the elderly, for example. In the GBTD pricing demonstration, the market segmentation approach and the goal of revenue maximization

were balanced according to the specific circumstances and results of market testing.

Finally, private sector involvement and support for transit was to be an important aspect of GBTD's pricing demonstration. The pricing program could facilitate both employer and merchant support for transit, and also demonstrate innovative marketing tactics through cooperation with the private sector. It was also part of the pricing program's role to convince the private sector of the benefits it could obtain through participating in transit promotion.

### 3.2 PROGRAM TECHNIQUES

In order to implement the objectives of the pricing program, a number of techniques were employed which contributed to the implementation of a set of pricing program projects. These include development of a cost allocation model, studies of GBTD transit submarkets, and development of a ridership file for use in transit marketing.

#### 3.2.1 Cost Allocation Model

A simple cost allocation model was initially developed under the pricing demonstration in 1980-81. These types of models are being used increasingly by transit agencies to identify the costs associated with particular bus routes and/or types of service (Ref. 1, 4, and 9). They have replaced the average unit cost method of estimating costs, e.g., average cost per vehicle mile, because they provide operators with much more specific, detailed, and valuable information on the costs of providing transit service. Among the purposes served by knowledge of route and service specific costs are:

- o increased efficiency, with corrective actions based on identification of most costly routes and services and comparison of route profitability;

- o guidance for pricing policy, including the appropriateness of differential peak/off-peak fares based on costs, and estimation of the marginal cost of providing transit service;
- o setting a marketing agenda, which can be targeted to less-utilized routes;
- o evaluating the relative efficiencies of utilizing various modes to provide a specific service.

The GBTD model first separated costs into fixed and variable costs, then broke variable costs down further into mile-related costs, hourly-related costs, and payroll costs. Fare collection costs, for example, were considered hourly costs, while inspection and maintenance were categorized as mileage-based. The cost breakdowns were then allocated to each route, based on the percentage of total miles, platform hours, and payroll covered by that route. Routes could be analyzed further by service period (weekday vs. weekend; peak vs. off-peak). Revenue collected by each route also was included in the model, so that a revenue-to-variable cost ratio could be calculated. Table 3-1 shows a sample of the output produced by GBTD's first cost allocation model. While the demonstration-initiated model has been refined by GBTD, its basic framework remains intact.

The GBTD pricing program made use of the costing procedures to reach fare-related decisions. For example, results from the model were used to verify that peak/off-peak fare differentials were not called for by cost allocation estimates. In Bridgeport, the costs of providing peak and off-peak service were similar because ridership was distributed evenly throughout the day (see Figure 2-2). In urban areas where greater differentials exist between peak and off-peak use and service levels, similar cost allocation methodologies often provide justification for differential fares based on the usually greater costs of providing peak period service.

TABLE 3-1. OUTPUT FROM GBTD COST ALLOCATION MODEL

(Variable Costs and Revenue by Route for Weekdays in Period\*)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
ROUTE	PLATFORM HOURS	% OF PAY HOURS	ALLOTTED HOUR-BASED COSTS	SERVICE MILES	% OF TOTAL VEHICLE MILES	ALLOTTED MILEAGE-BASED COSTS	SCHEDULED PAYROLL COSTS	% OF TOTAL PAYROLL COSTS	FACTORED PAYROLL COSTS	TOTAL VARIABLE COST (3+6+9)	TOTAL REVENUE	REVENUE/VARIABLE COST RATIO	RANK OF R/VC
1	7792.40	82.5	8190	73554.4	81.8	57118	60608	84.0	76870	142177	155197	1.096	1
2	5502.64	80.5	5784	67936.0	80.3	52977	45022	79.8	56750	115510	84987	.736	3
3	4165.04	83.4	4345	54898.5	84.0	42878	38854	84.7	49028	96251	52503	.545	7
4	1723.04	83.0	1821	29703.4	84.9	22895	19940	88.4	25341	50057	23282	.465	11
5	3842.96	83.1	4011	40791.4	83.1	31614	31289	83.6	39174	74798	58805	.786	2
6	2090.00	84.2	2170	24694.2	85.3	19306	15021	85.2	18788	40264	22909	.569	6
7	1572.56	94.1	1651	14946.5	92.1	11531	12142	94.8	15156	28339	11578	.409	13
8	4788.96	83.9	5016	56739.7	86.8	44307	39215	85.5	49491	98814	50766	.514	9
9	2515.04	92.1	2627	31693.5	92.7	24552	23069	92.7	29129	56308	18286	.325	15
10	1283.04	86.4	1327	21038.8	86.4	16227	11005	81.6	13945	31499	14677	.466	10
11	1180.96	92.4	1216	13619.7	91.7	10598	9427	84.8	10752	22566	10462	.464	12
12	2368.96	84.1	2491	26156.3	86.8	20482	20264	87.5	25566	48538	25400	.523	8
13	1349.04	78.9	1428	14973.5	81.6	11789	10210	80.6	12886	26102	16350	.626	5
15	2690.16	86.3	2840	38178.5	86.7	29643	21710	87.3	27432	59915	1932	.366	14
Oronoque	470.80	100.0	494	9910.2	100.0	7705	5125	100.0	6615	14814	--	--	--
Shuttle	495.44	100.0	494	6660.9	100.0	5297	8508	100.0	10474	16265	--	--	--
Arco/Sik	337.04	81.2	356	1760.0	83.0	1199	1250	37.3	1645	3200	2141	.669	4
Total	44168.08		46258	527255.00		410118	372860		469042	925417	549275	.619	

\*The period for expenses and revenues is 2/8/81 to 6/30/81; operating data is for the period from 2/23/81 to 6/28/81; revenue data is for the period 2/22/81 to 6/26/81.

Although the cost allocation approach can also assist in setting overall fare levels, based on policy regarding the extent of farebox recovery of costs to be achieved, the GBTD pricing manager did not have the flexibility to use the information for this purpose. With the overall agency budget and goal for farebox recovery ratio regulated by the Connecticut Department of Transportation, fare levels were essentially set by the state. The GBTD Board of Directors also established a policy of following the state's lead in determining the timing and amount of fare increases.

The GBTD cost allocation also was used in non-fare related applications. The cost recovery rates computed for various routes and service periods were used in deliberations of service changes, particularly in helping to identify non-productive service segments where minor service cutbacks might be warranted.

Had the brokerage demonstration's goal of developing a multi-modal transportation system in Greater Bridgeport been realized, it is likely that the cost allocation methodology would have been developed further to estimate the relative costs of using each of the various potential modes to provide a particular service. While not based on a strict cost allocation model, the concept of pricing, according to the cost of service provision, was applied in the development of a fare policy for the Fairfield MiniMover, a community-based GBTD service.

### 3.2.2 Market Segmentation Analysis

In order to meet the objective of adopting market-based pricing, and in particular to design fare prepayment mechanisms, the GBTD pricing program conducted market research to identify characteristics of the transit market subgroups. A June 1980 on-board survey of transit riders identified three market segments according to their transit usage rates. These three groups were:

1. Daily commuters who rarely (or never) use transit for other trips;

2. Those who used transit for daily work trips and other trip purposes as well (termed the "transit captive population"); and
3. Occasional users who ride less than twice daily.

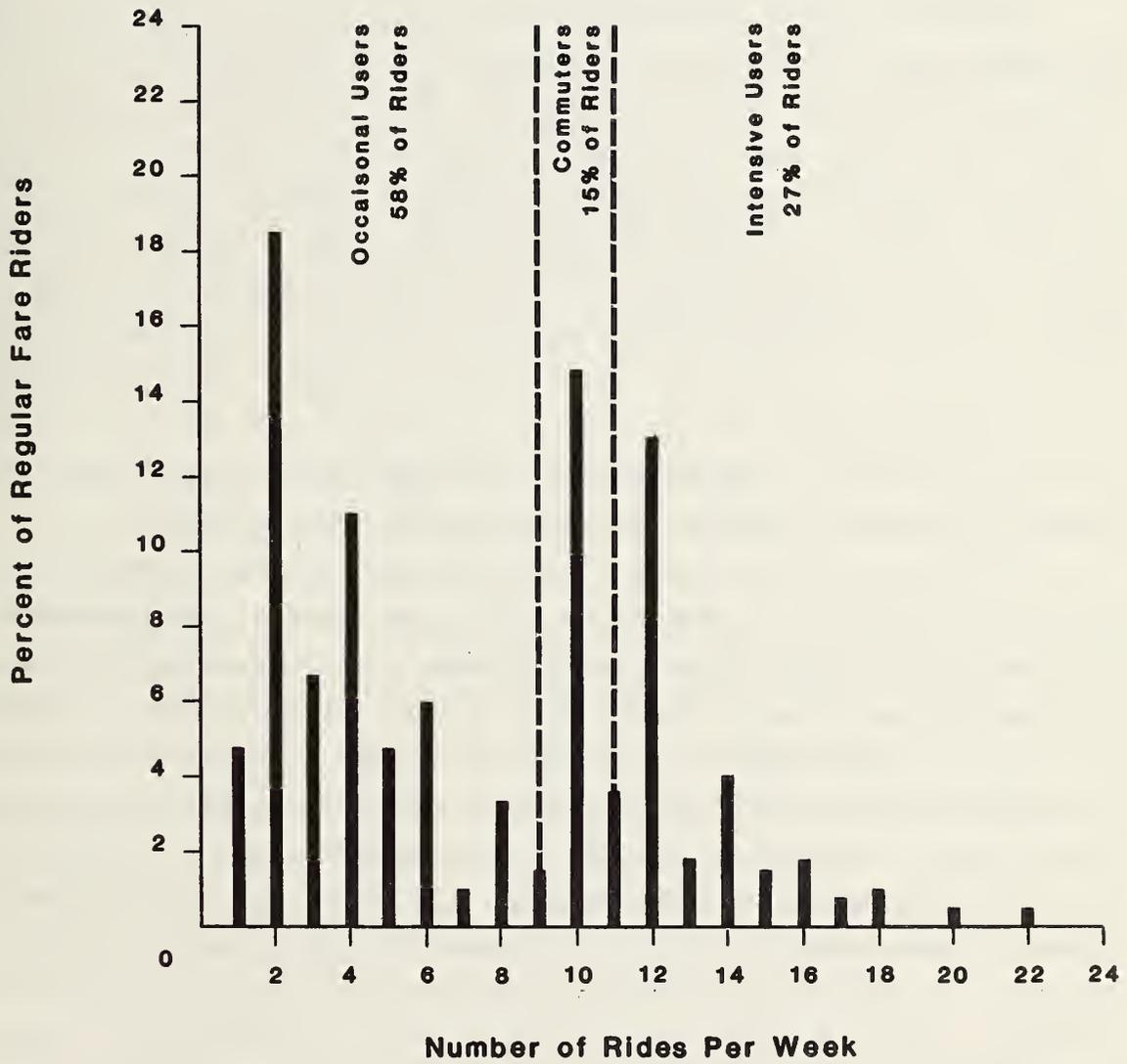
The identification of market segments from survey data is depicted in Figure 3-1. Approximately 15 percent of regular fare riders belonged to the commuter subgroup, 22 percent to the intensive users, and 58 percent to the occasional users. Once the subgroups were identified, fare prepayment mechanisms were designed to accommodate them.

### 3.2.3 GBTD Rider File

To implement some of its innovative, public/private marketing strategies, a computerized "rider file" was developed under the pricing program. This address listing was compiled from the assertive distribution of promotional materials by GBTD, that encouraged the request of transit information by rewarding those requests with a free bus token or coupons good at participating area merchants. The list of riders and potential riders was then used for future mailings, and it contained information about the particular routes that a rider was interested in so that marketing efforts could be targeted to particular service areas if desired.

### 3.3 CASE STUDY: THE FAIRFIELD MINIMOVER

During the demonstration, GBTD developed transit service for the town of Fairfield. The minibus flexible service was known as the Fairfield MiniMover. The system was comprised of six vehicles that provided peak period service to Fairfield's New York City commuter market and daytime/weekend service for travel within the community. The commuter service provided connection to the Metro North train station, and was timed to meet commuter service to New York City. The off-peak service routes were



Source: GBTD, June 1980 on-board survey.

FIGURE 3-1. TRIP RATES FOR DIFFERENT MARKET SEGMENTS

different, connecting major community activity centers. They were linked by a centrally located, timed transfer site. Thus, the MiniMover provided two separate services to two different markets, and fares were set accordingly. Service began in February 1981.

Though it would have been the role of the pricing manager to systematically study the most appropriate mode and service levels for Fairfield, a less intensive, more informal approach was taken, given the political environment. During the gas shortages of 1979, the Fairfield community became adamant about developing transit service to ease the problem of gas lines, and began to seek its own solution. GBTD, perceiving Fairfield as an important part of its plan for an integrated transit network, proposed the six-vehicle, fixed-route system. Once that proposal had been accepted, more careful planning to establish system characteristics was undertaken. The GBTD pricing manager devised a fare policy and marketing program for the system.

The fare policy was both service and market related, drawing on the concepts of cost allocation and market segmentation discussed previously. The commuter service was generally characterized by relatively long trip lengths with a heavy emphasis on on-time reliability. Its principal market consisted of commuters to New York City, who presumably were less sensitive to transit fare levels than the average community resident. The off-peak service, however, was primarily used for shorter trips by the area's more transit captive groups, particularly youth and the elderly. Their sensitivity to transit fares was presumably greater than the commuter market. Thus, differential fares were established for peak and off-peak services, consisting of a flat, lower fare for off-peak service and higher, distance-based fares on the commuter routes.

To market the MiniMover system, several free and discounted fare promotions were implemented. Approximately 45,000 free single-ride tickets were distributed with the introduction of the new service. Most were mailed directly to households, along with route information about the service. Half-price tickets were also sold for a few months. Finally, quarterly commuter passes

were sold for the system, but despite strong sales in initial quarters, they did not prove popular after two subsequent fare increases.

Though popular initially, the MiniMover service became underutilized, with farebox recovery rates of only 10 percent, and fewer than an average of five trips per vehicle service hour. Surveys indicated that the primary displeasure with the system, on the part of commuters, concerned its reliability, as well as fares that became high in relation to the very low costs of parking at the station. The commuter service element was discontinued in 1982; limited service cuts were made in the base service periodically thereafter, and the system ceased operation in June 1984.

#### 3.4 CASE STUDY: MERCHANT DISCOUNT PROGRAM

To reach its objective of obtaining support for public transit from the private sector, and from local merchants in particular, the pricing program developed the Value Fare Merchant Discount Program. Under the program, purchasers of any of GBTD's fare prepayment mechanisms receive Value Fare worth the equivalent of at least one dollar each at participating area merchants. The program has been very successful in generating private sector participation in transit promotion in Bridgeport, having begun with about 40 merchants in November 1982 and growing to 120 in the first year. Growth has continued at a slower pace since then, but with nearly 180 merchants participating as of spring 1985.

Merchants are provided with an incentive to participate in the form of free advertising. A booklet with advertisements for the participating merchants is distributed periodically. Examples of the Value Fare program and other marketing materials developed as part of the demonstration are found in the Appendix. While no survey-based data exists to measure merchants perceptions of the program, the Value Fare Program appears to have been seen by most participating merchants as a low cost, peripheral goodwill effort on their part. "Keeping up" with other

participating competitors was also a clear motivation, once a reasonable number of organizations in a particular sector had been enlisted in the program. Direct costs of the program were covered by demonstration funds, but are now covered by a local radio station which in return gets free advertising in the merchant booklets, interior bus posters, and transit mailings. Figure 3-2 shows the cover of the Value Fare discount book and one page of merchant listings.

The Value Fare Program also contributed to the pricing program objective of revenue maximization, for the coupons were implemented as a way to subsidize the purchase of fare prepayment mechanisms without reducing revenue for GBTD. A consumer who uses all of the monthly coupons can recapture the cost of the prepayment mechanism in merchant discounts. Thus, the program offers a discount to the frequent rider, and it also makes fare prepayment economically sensible for the rider who might not use transit often enough to reach the break-even point of a pass. While merchant discount promotions had been used in the transit industry before, the GBTD Merchant Discount Program market was the first time that merchant coupons were used in conjunction with fare prepayment.

About a year and a half after program implementation, GBTD broadened the objectives set for the merchant program by using it as a mechanism for transit marketing initiatives. The marketing efforts undertaken were designed to provide basic system information, improve the public's image of transit, and attract new riders. In this role, the merchant coupon books were used as a reward to persons using various inquiry forms to find out more about GBTD service. Those who did inquire were added to GBTD's rider file to receive future marketing information.

Inclusion of merchant discount coupons in direct mailings to market transit appears to have been cost-effective in Bridgeport. In one major marketing effort, GBTD sent postcards offering free transit information, a bus token, and merchant coupons to 30,000 suburban households. About 1,300 households responded to this effort, requesting the information, tokens, and coupons. GBTD

**To Get VALUE FARE Discounts:**

1. Clip the VALUE FARE Coupons from this Book, or get Coupons with purchase of GBTD pass or token.
2. Present them to the current Merchant Discount Book. Make your selection!
3. Present a VALUE FARE Coupon to claim your discount. (It may help to take the Merchant Discount Book with you when shopping.)
4. The discount is good for one use only. It cannot be used for a change or be discontinued. See our special Coupon today!

**1 VALUE FARE Coupon**  
Redeemable at participating merchants only.  
Greater Bridgeport Transit District

**1 VALUE FARE Coupon**  
Redeemable at participating merchants only.  
Greater Bridgeport Transit District

**1 VALUE FARE Coupon**  
Redeemable at participating merchants only.  
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Redeemable at participating merchants only.  
Greater Bridgeport Transit District

**1 VALUE FARE Coupon**  
Redeemable at participating merchants only.  
Greater Bridgeport Transit District

To receive more VALUE FARE Coupons, buy a pass or tokens, or send a stamped, self-addressed long envelope to GBTD Coupons, 525 Water St., Bridgeport, CT 06604.

**Transit News and Value Fare Merchant Discount Book**  
Merchant offers valid JULY-DECEMBER 1985

sponsored by **WEBE 108 FM**

HITS OF A WHOLE GENERATION

the people mover **Value Fare**

Inside:

- 175 Discount Offers
- 20 New Stores and Improved Offers
- Fare Discounts from Area Schools
- Free Coupons!

**Moving CO**  
GBTD  
525 Water St.  
Bridgport, CT 06604

Mail Box U.S. POSTAGE PAID Bridgeport, CT Permit No. 12923

**New Discount Fares at Area Schools**

Two local business and technical schools, *Connecticut Business Institute* and *Country Schools, Inc.*, have joined a cooperative GBTD effort to promote bus-riding by school students and staff. Both Connecticut Business Institute and Country Schools, Inc. have established sales outlets for GBTD Token Ten Packs on school premises, and are offering special discounts of \$1 off the regular price. Token Ten Packs are sold for \$6 each, enabling a savings of 15 cents per ride or 20 percent of total bus fares.

**Stratford - Includes Dock Shopping Center**  
(cont.)

- STRAFORD SEWING CENTER, 2420 Main Street, Stratford, 377-2011. 20% off Singer sewing machines, Hoover vacuum cleaners, or stock window shades.
- THE WASHINGTON WELL, 1245 Barnum Avenue, Strd., 377-9470. 40% off Drop-off services, with VF coupon. Open 7AM - 9PM.
- COLONIAL SQUARE ART SHOP, 2420 Main St., Strd., 375-3764. 10% discount on all art supplies.
- MCDONALD'S, 2439 Barnum Ave., Strd., Buy 1 Egg McMuffin sandwich, get 1 free. Breakfast served daily until 10:30. Limit one per customer per visit.
- WESTCHESTER STEREO, Dock Shopping Center, Strd., 377-5252. 4 free Maxwell U.D. tapes with purchase of \$30 or more. Home and auto stereo system specialists.
- SUBWAY, 1140 Main St., Strd., 377-2122. Buy 1 sub, get 1 free. Free sub must be of equal or less value.
- SUBWAY, 1212 Barnum Ave., Strd., 375-7778. Buy 1 sub, get 1 free. Free sub must be of equal or less value.
- MILDON, Dock Shopping Center, Strd., 378-0451. 40% off any purchase. Sale items not included. Yarns, needlework and custom framing.
- BARNUM PET CENTER, 2892 Main Street, Strd., 378-9263. 15% off any purchase. Excludes dog and cat food. Complete pet supplies.
- HOLIDAY LUNCHEONETTE, 3580 Main St., Strd., 378-6797. 20% off any full dinner. Offer good between 11:30 a.m. and 2 p.m.
- DOLLAR-STRETCHER, 281 Ferry Blvd., Strd., 378-4411. 20% off our regular low-priced merchandise. Special sale items excluded.

**Bridgeport - Other**  
(Cont.)

- SHOE HUT, 752 Madison Ave., Bpl., 366-8277. \$5 off all shoes in stock. Sale items not included.
- ANN'S NEWFIELD BAKERY, 1691 Main St., Bpl., 368-3491. \$1 off any birthday cake. Limit 1 per order. Not to be combined with senior citizen discount.
- MADISON HARDWARE CO., 932 Madison Ave., Bpl., 366-3865. 10% off purchases of \$10 or more. Excludes sale items. Hardware, electrical & plumbing supplies.
- CARVEL ICE CREAM STORE, 1668 Park Ave., Bpl., 579-6318. Buy 1 soft sundae, get 2nd free. Limit 1 per customer.
- WARNACO OUTLET STORE, 130 Gregory St., Bpl., 579-8764. \$3 off any men's sweater in stock. Not applicable to sale items.
- TACO LOCO, 2062 Main St., 335-8228. Buy two Tacos or burritos, get third free. Not to be combined with any other offer. The best in authentic Mexican food.
- MORCONE'S PHARMACY, 4270 Main St., Bpl., 374-8885. 15% off any purchase. Excludes cigarettes. Our prescription prices are the lowest in town. At Frenchtown Road.
- ADRIAN'S GIFT SHOP, 4270 Main St., Bpl., 371-4263. 20% off any purchase with VF Coupon. Unique gifts for all occasions.
- SAN REMO PIZZA, 3945 Main St., Bpl., 372-9416. \$1 off any pizza with one topping or free glass of wine with dinner.

Fare Cutter Card and Weekday Pass save \$5 a month or more. Tokens save 5c per ride



**DISCOUNT PLUS**  
983 Main Street  
Bridgeport, 333-1800

20% off Processing with Value Fare Coupons  
Buy your GBTD tokens & passes at Discount Plus.

FIGURE 3-2. MERCHANT DISCOUNT BOOK WITH COUPONS, MERCHANT LIST AND NEWS ITEMS

calculated that costs of direct mail marketing (\$2,800) could be recouped in a year if only 10 new regular riders were attracted. A follow-up survey of those households sent information (1,300) resulted in 180 respondents, 70 of whom said their bus riding increased after receiving the information. Five adults reported shifting to transit for their work commute. The pricing manager estimated that in all, approximately \$1,200 in induced net revenue was generated by the effort, assuming that marginal cost of the increased transit use was negligible. The revenue impact may have been larger, if any ridership increases were achieved among the non-respondents. On the other hand, these indications of positive revenue impacts are probably upper-limit estimates, since changes attributed to the program may have occurred anyway. Also, some new transit users may not maintain their transit riding habits over a full year as assumed.

### 3.5 CASE STUDY: FARE PREPAYMENT PROGRAM

The GBTD fare prepayment mechanisms, developed under the pricing program, were designed to meet both the objectives of revenue maximization and market-based pricing. By seeking private sector support for the fare prepayment program, in the form of the Value Fare Merchant Discount Program and the Employer Program (Section 3.6), the pricing manager linked the major objectives of the demonstration into the fare prepayment program.

Using the technique of market segmentation analysis, three subgroups for which fare prepayment mechanisms could be designed were identified: commuters, intensive users (more than 10 trips per week), and occasional riders. Three separate fare prepayment mechanisms were designed to meet the characteristics of each subgroup and minimize the kinds of revenue losses associated with a single, unlimited-use pass.

#### 3.5.1 Fare Prepayment Mechanisms

In addition to the tokens program, two market segmented and restricted monthly passes were developed and initially implemented in Bridgeport--the Commuter Pass and the Fare Cutter Card.

The prices of the passes were adjusted downward after initial consumer resistance to the two instruments. The Commuter Pass was later discontinued and replaced with a less restrictive Weekday Pass. All three of these passes are shown in Figure 3-3.

A commuter pass, valid only for peak period use, was targeted to the commuter market. By limiting its use to peak hours, GBTD eliminated much of the possibility of revenue losses from commuters who make additional non-work trips and from misuse of the pass (e.g., giving the pass to a co-worker during the day). In addition, the passes could be priced at an amount nearly equivalent to the full-fare cost of making an average number of work trips per month. In Bridgeport, this was determined to be about 38 trips per month for an initial pass price of \$23. The passes were expected to be attractive to commuters, primarily for their convenience. Private sector subsidies of pass purchases were to be an additional user incentive. In addition to being attractive to existing users, it was hoped that the pass would encourage increased use of transit by commuters. The lack of peaking in transit use indicated that perhaps there was an untapped market for GBTD commuter services.

The Fare Cutter Card, a reduced fare permit valid at all times, was designed for the frequent transit user. After paying an initial fee for the monthly permit (\$15 initially), a reduced cash fare (\$.25) would be required for every trip made. Revenue loss associated with free trips to intensive users once they went beyond an unlimited-use pass break-even point would be reduced, since they would be paying a partial fare for each trip. In addition, the lower front-end cost of the permit as compared to a commuter pass or unlimited-use pass would be more attractive to Bridgeport's low-income riders.

Prepaid Token 10-Packs were offered to meet the convenience needs of the occasional transit user. This approach contrasts with other agencies' attempts to cover this segment with an unlimited use pass having a fairly low break-even point, often resulting in loss of commuter revenues.

Figure 3-4 shows the revenue implications of the fare mechanisms implemented in Bridgeport, using the prices charged at



Sub-Market Characteristics

- o Wide range of trip rate variation
- o Peak and off-peak use
- o Purchasers have higher sensitivity to front end cost and risk
- o Purchasers have relatively lower sensitivity to convenience

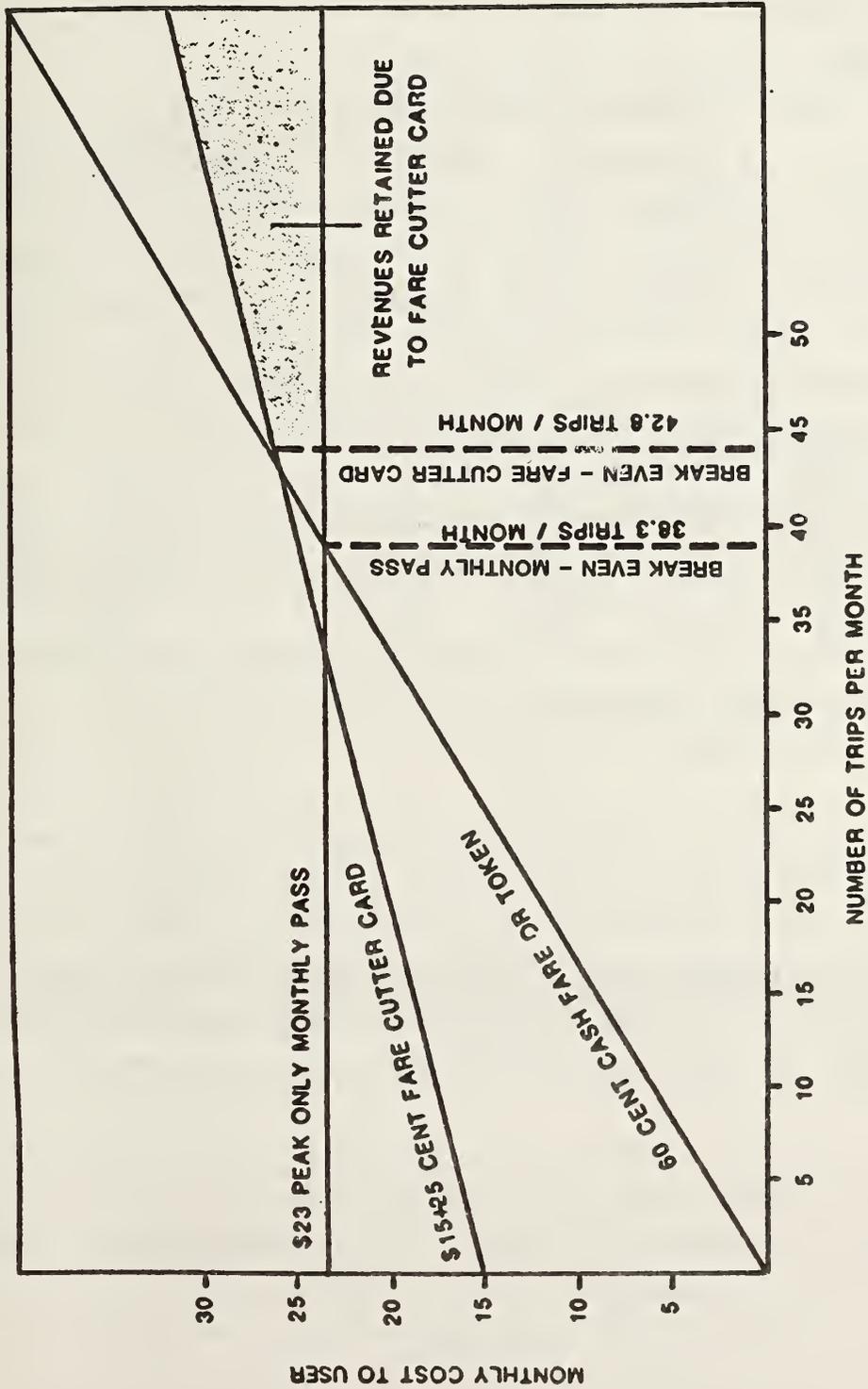


- o Narrow range of trip rate variation
- o Peak-only use
- o Purchasers have lower sensitivity to front end cost and risk
- o Purchasers have higher valuation of convenience



- o Moderate range of trip rate variation
- o Use at all times on weekdays only
- o Purchasers have higher income
- o Purchasers have lower sensitivity to front end cost and risk (than Fare Cutter)
- o Purchasers have higher valuation of convenience

FIGURE 3-3. BRIDGEPORT PRICING DEMONSTRATION: FARE PREPAYMENT PASSES



Source: GBTD

FIGURE 3-4. VARIATIONS IN FARE REVENUE FOR ALTERNATIVE PREPAYMENT MECHANISMS

the time of program initiation in fall 1981. With an unlimited pass, revenues beyond the break-even point would be lost. With the Fare Cutter Card, revenue loss is reduced, as indicated by the shaded area.

### 3.5.2 Experience with Fare Prepayment Mechanisms

Of the three prepayment programs, tokens were the most popular during the course of the demonstration. Other UMTA fare demonstrations have also found that single ride instruments are the most popular. Annual sales for tokens, Commuter Passes, and Fare Cutter Cards are summarized in Table 3-2. The large increase in token sales in 1983 was primarily due to the introduction of discounted 10-packs made available to the public in September 1983 (\$7.00 instead of \$7.50 for 10), after the adult fare went from 60 to 75 cents. While token sales dominate the pre-payment instruments sold, passes imply a greater number of rides than do Token 10-Packs. But when the share of total monthly rides purchased under prepayment mechanisms attributable to token purchase is estimated, it ranges from 30 to 50 percent of total monthly prepaid rides.

3.5.2.1 Pass Sales - Sales of the passes developed under the demonstration have been lower than expected but display overall growth from their inception in October 1981. Sales of the Fare Cutter Card increased nearly six-fold over a three year period, while sales of the Commuter Pass increased four-fold before it was redesigned in 1984. Quarterly pass sales are shown in Figure 3-5.

Initial sales of the Commuter Pass, which was priced at \$23.00 with a break-even point of just under 39 trips (base fare was 60 cents), averaged only about 22 per month during the first seven months of operation. The Fare Cutter Card, which sold at \$15.00 with a 25 cent cash fare paid for each trip actually made, had a break-even point of about 43 trips and was no more successful. The pricing manager's assessment of the initial level of public response to the passes was that GBTD had tried to

TABLE 3-2. ANNUAL SALES OF GBTD FARE PREPAYMENT MECHANISMS

<u>Prepayment Method</u>	<u>Number of Instruments Sold</u>				
	<u>1981<sup>a</sup></u>	<u>1982</u>	<u>1983</u>	<u>1984<sup>b</sup></u>	<u>1985<sup>c</sup></u>
Commuter (Weekday) Pass	43	409	519	975	1,466
Fare Cutter Card	47	454	1,088	1,269	1,246
Token 10-Packs	291	2,266	4,817 <sup>d</sup>	12,896	18,856

	<u>Estimated Trips Made with Prepayment<sup>e</sup></u>				
Commuter (Weekday) Pass	1,677	15,951	17,646	33,150	51,310
Fare Cutter Card	2,021	17,706	38,080	44,415	43,610
Token 10-Packs	2,910	22,660	48,170	128,960	188,560

<sup>a</sup>Beginning November 1981.

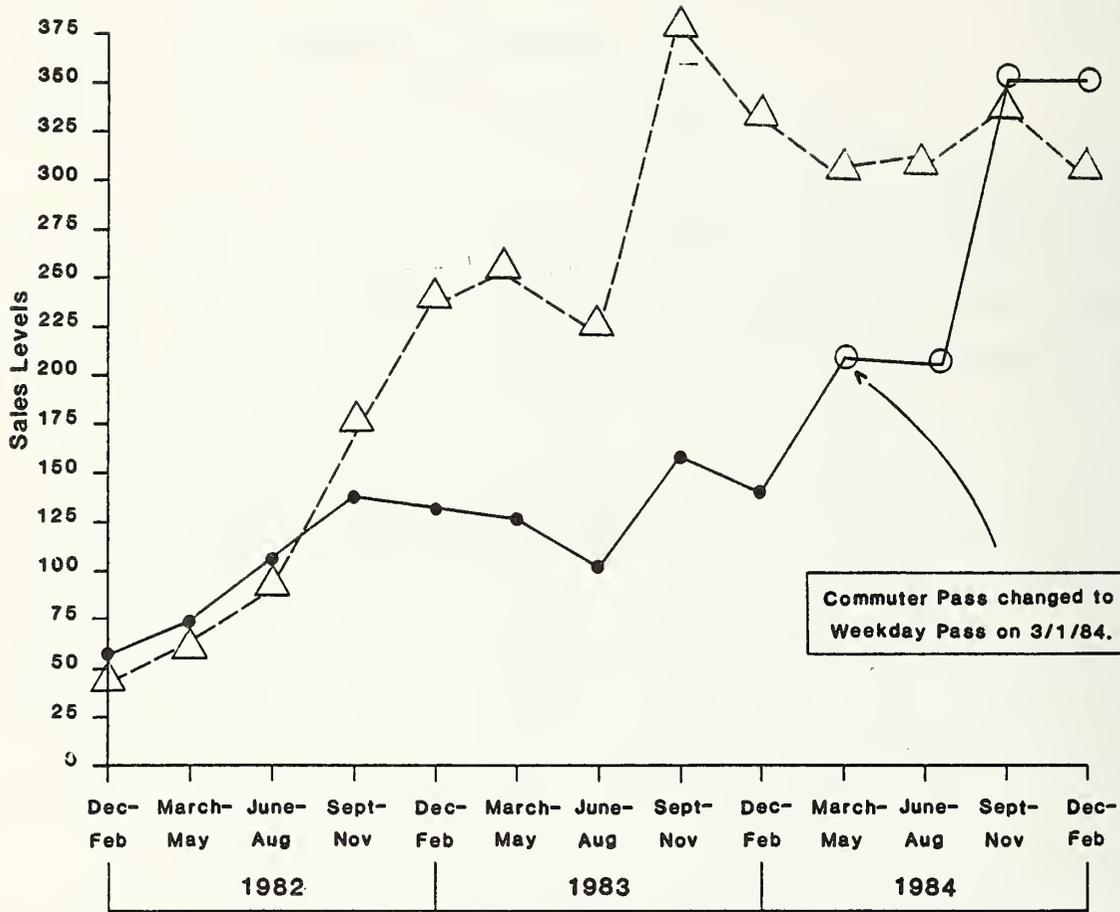
<sup>b</sup>Commuter Pass changed to Weekday Pass as of March 1, 1984.

<sup>c</sup>Estimated annual total, based on actual sales for January-May.

<sup>d</sup>Token sales for August 1983 were extremely low (79) due to discontinuance of sale one month before fare increase. Sale of discounted tokens began September 1983.

<sup>e</sup>Based on assumption that average trips made are equal to break-even point.

Source: GBTD records



Source: GBTD records.

KEY: ● COMMUTER  
 ○ WEEKDAY PASS  
 △ FARE CUTTER CARD

FIGURE 3-5. QUARTERLY PASS SALES

do too much, too soon, in a city where transit use was low and the public was still adjusting to a newly organized public transit system. In addition, private sector incentives were still in the early stages of development, with participation in the employer subsidization program insignificant at this time, and the merchant discount program still growing.

Less than one year into the fare prepayment program, a decision was made to lower the price of the two passes by \$3.00 for an introductory three-month period, beginning August 1982. The revenue differential was covered by demonstration funds for about one year. The price reduction lowered the break-even level to about 34 trips for the Commuter Pass and 35 trips for the Fare Cutter Card. The Commuter Pass thus became a substantially discounted instrument for daily users, but it remained restricted to peak hour usage. Sales for both passes increased during the quarter following the price reduction and generally remained higher than sales in the first few quarters. The price reduction was made permanent at the time of the next sales change, based on the sales increases. Although this alteration was not in keeping with the revenue maximization objective, it was in line with the objective of implementing passes appropriate to specific market subgroups.

As the quarterly pass sales data indicate, sales for the Fare Cutter Card have grown since the August 1982 discount was implemented. There is a noticeable increase in Fare Cutter Card sales for the September to November 1983 quarter, which immediately followed a GBTD single-ride fare increase in August 1983 of 25 percent from 60 cents to 75 cents. Although the price of the Fare Cutter Card was increased to maintain the same break-even level as before the fare increase, it became more popular, perhaps due to the absolute cost savings over purchasing individual rides. The September to November 1983 peak leveled off somewhat as Fare Cutter Card pass buyers decided to continue or discontinue their purchases. The introduction of discounted Token 10-Pack sales, coinciding with the fare increase, may have also made inroads into the market for this special prepayment

instrument, as did increasing numbers of token-only sales outlets.

The Commuter Pass did not match the sales levels or growth in sales evidenced by the Fare Cutter Card following the repricing in August 1982. Sales increased in the quarter following the discount, but then declined steadily until an increase in the September to November 1983 quarter. As was the case with the Fare Cutter Card, the price of the Commuter Pass was increased in September 1983 following a fare increase, in order to keep its break-even point at the same number of monthly trips.

Disappointed by the sales levels of the Commuter Pass, GBTD replaced it with a Weekday Pass in March 1984, removing the weekday off-peak period restrictions, but continuing to limit its use to Monday through Friday only. While again retreating somewhat from the initial pricing emphasis on revenue minimization, the principle was not abandoned. The new price was increased \$2.00 and set at \$27.00, two dollars more than the former Commuter Pass. By excluding weekend use for this pass, GBTD continued to avoid revenue loss that would otherwise be likely to occur from use of the pass over the weekend. Sales data indicate that the Weekday Pass has proven popular, with sales levels running 75 percent higher than Commuter Pass levels. Because the Weekday Pass is more economical than the Fare Cutter Card for those who make more than 40 weekday transit trips per month, it has probably captured a portion of the Fare Cutter market that could afford the up-front purchase cost. The Weekday Pass is predominantly an employer subsidized instrument, with 60 percent of those sold being subsidized.

3.5.2.2 Summary - The overall growth in sales of fare prepayment mechanisms during the course of the demonstration is due to a number of factors. The August 1982 increase in the discount offered to prepayment transit users by GBTD was important. In addition, the employer subsidization programs grew over the demonstration, increasing the number of employees who had pass outlets at their workplaces and were offered employer-subsidized

passes or tokens. GBTD general and fare-related marketing efforts were also extensive and probably influenced sales levels. The popularity of the Fare Cutter Card and the Token 10-Packs, compared to the Commuter Card was probably related to the lower front-end costs of those instruments and to the shrinking population of commuters that ride buses to work regularly, relative to the size of the transit captive and occasional rider groups. The newly introduced, popular Weekday Pass has probably drawn some of the Fare Cutter Card market.

The decision of GBTD to increase the level of discount it offered to consumers ran counter to the initial demonstration objective of minimization of revenue loss. The token discounts were opposed by the pricing manager, last implemented as GBTD followed the August 1983 Connecticut Transit fare change strategy. However, the design of the Fare Cutter Card continued to minimize losses because a 25-cent fare was collected on all trips, including those made beyond the break-even level.

The decision to convert the peak hour only Commuter Pass to an all Weekday Pass was largely the result of the poor sales history of the more restrictive pass. While eliminating some of the protection from revenue loss of the Commuter Pass, it was thought that the Weekday Pass would make more sense and be more popular with Bridgeport transit riders. Reflecting the demonstration's shift in emphasis from the minimization of revenue loss to private sector involvement in transit promotion, GBTD planners also perceived the need to maintain a fully-paid monthly pass instrument for use with the Employer Program. The Weekday Pass still had some restrictions designed to avoid revenue loss and reduce pass misuse. The changes that occurred in the pass program were consistent with the purpose of matching passes to the Bridgeport transit market.

### 3.6 CASE STUDY: EMPLOYER PROGRAM

Under the GBTD Employer Program, which also includes subsidization of student fares by educational institutions and of

clients by social service agencies, participating employers offer varying levels of reduction of their choosing in the cost of a prepayment mechanism. The program has grown since its inception to a current total of 17 employers, four of which are schools and offer student as well as employee subsidies. Roughly half of the participating employers are banks; the City of Bridgeport participates as well. The amount of subsidy offered is determined by the employer, and ranges from 15 to 100 percent. Among those offering 15 percent discounts are the two universities. Three firms offer free passes. Pass and token sales data from March 1985 indicate that 48 percent of all passes sold are subsidized: 35 percent of Fare Cutter Cards and 59 percent of Weekday Passes. Only 20 percent of tokens sales are subsidized.

The Employer Subsidization program was designed to meet both the objectives of maximizing revenue and obtaining private sector support for transit. Because employers provide a subsidy for the passes, GBTD need not set the price as low as it otherwise would to attract purchasers, and therefore public revenue loss associated with pass sales is minimized. It also may sell passes to people who otherwise would not purchase them but for the fact that their break-even level has been effectively lowered. In addition, the sale of transit passes via employers makes pass purchase more convenient to some GBTD customers and is simpler to administer than direct GBTD sales. The employer set-up means that the private sector bears some of the administrative costs of selling the passes and tokens. The remainder of passes and tokens are sold at public outlets.

The cooperation of employers for the subsidization program was achieved with a great deal of personal marketing effort. Meetings were held with groups of employer representatives to provide information on the program. Benefits to the firms for participating were discussed, including news coverage by the local media and increased satisfaction among the participating employees, who are receiving a new fringe benefit. Arrangements with companies were then pursued individually, and some took several months or even a few years of discussion within the employer organization before implementation was approved. In

some cases, a snowballing effect was observed. For example, after a few of the local banks joined the program, many others followed. Also, agreements with two technical schools were reached in part through GBTD's offer of advertising the schools and their transit support in the agency's newsletter and in buses.

### 3.7 CASE STUDY: PUBLIC/PRIVATE MARKETING

Through its pricing program, GBTD has been involved in both long- and short-term cooperative projects with the private sector to promote transit in the Bridgeport area. Local merchants and employers have provided subsidies for transit pass and token purchasers since 1981 through the Value Fare and Employer Subsidization Programs, already described. In addition, numerous promotional events and joint marketing activities have been implemented. Examples of public/private cooperation in Bridgeport transit are described in the following paragraphs.

#### 3.7.1 Sales Outlets

In addition to the sale of discount prepayment mechanisms to employees and students through the employer subsidization of passes, the passes and/or token packs are sold at full price to the general public and/or employees at a number of business locations. The branches of several local banks serve as public sales outlets. Local department stores and smaller stores also sell the prepayment mechanisms. Because the sale of tokens is simpler and less costly for a business to set up and administer, some of the public sales outlets sell tokens only.

Businesses serving as sales outlets benefit from their participation in several ways. Those serving the general public increase their visibility and may attract customers; they also may satisfy and thereby retain existing customers. Employers selling the prepayment mechanisms also receive positive public relations and provide a new benefit to their employees. The public's association of efficiency with the private sector

probably leads GBTD to benefit from its association with the private sector in terms of pass sales. GBTD also benefits from an administrative set-up that is simpler to implement than a network of its own sales offices, and from sharing the costs of administration with the private sector.

### 3.7.2 Transit Discovery Day

On Columbus Day in 1983, GBTD held "Transit Discovery Day." Free rides and drawings for \$1,000 in cash prizes were offered. On the day of this promotion, bus ridership approached five times the normal holiday level or nearly three times the regular weekday level, with about 45,000 riding. The event was largely sponsored by the private sector, and it is a good example of a joint promotion technique. Promotional materials for this event are shown in Figure 3-6 (also, see Appendix).

The sponsors received publicity, which familiarized the public with the sponsoring businesses and also presented a positive image of concern for the community. The publicity took the form of newspaper articles and advertisements, radio promotions, and a mailing to 50,000 area households. GBTD gained the opportunity to introduce people to its services, without paying much of the costs of doing so. Also, GBTD received public attention in association with the business community.

The primary sponsors of the event were a local bank and a radio station. The bank provided financial support of about \$9,000 for foregone revenue, direct mail advertising, newspaper advertising, as well as in-kind support. The radio station provided about \$8,500 worth of free production and airing of nearly 200 radio spots, additional live promotion, cash awards, and extensive news coverage of the event.

GBTD performed all planning and coordination for the event, developed promotional materials, and provided additional advertising. Over 1,100 mail requests for transit information were received and responded to before the event; the requests become part of the GBTD rider file for use in future promotional mailings. Including the costs of providing a few extra bus runs, the cost of Transit Discovery Day to GBTD was approximately

**Welcome Aboard!**

**TRANSIT DISCOVERY DAY**

Enjoy your day of unlimited FREE service aboard the People Movers and MiniMovers! Take this opportunity to explore the entire transit system. DISCOVER how easy and enjoyable it is to travel by bus! DISCOVER how much the bus can save for you! DISCOVER how much your transit system can do for you!

SEE INSIDE FOR DETAILS OF \$1,000 EXPLORER AWARDS

**TheBankMart**  
Sponsored by  
Greater Bridgeport  
Transit District

**WICC60**  
WATERLOO COMMUNITY COLLEGE



For Additional Transit Information Call  
**333-3031**

**TRANSIT DISCOVERY DAY EXPLORER AWARDS**

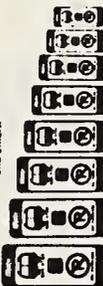
- First Prize (1 awarded) \$500
- Second Prizes (10 awarded) \$50
- Employees and the families of employees of the Greater Bridgeport Transit District, The BankMart, and WICC Radio 60 are not eligible for Transit Discovery Day Explorer Awards.
- Winners will be announced on October 19, 1983.
- Prizes are limited to one per family. Winners will be notified by phone or mail. A list of winners can be obtained at the Greater Bridgeport Transit District offices, 525 Water St., Bridgeport, CT. 06604

**YOUR TRANSIT SYSTEM**

**Sprinkles**  
The People Moving Company  
Greater Bridgeport Transit District  
operates a fleet of eighteen People  
Movers and MiniMovers  
throughout Bridgeport, Fairfield,  
Stratford and Trumbull. Many of  
these routes provide service seven  
days a week.



**Convenient**  
The People Movers and MiniMovers  
provide ready access to most of  
the city's major shopping areas,  
local-community area including  
schools, places of employment,  
shopping centers, recreational areas  
and others.



In addition to economical standard  
fares, extra-special savings are avail-  
able on the Value Fare. For ex-  
ample, the Value Fare for  
Commuter Fast LANE is \$6 or more  
with a monthly fare Center Card.  
Save \$1 with each purchase of a  
Value Fare. The Value Fare is avail-  
able every month at 125 stores and re-  
staurants with Value Fare Merchant  
Discount Coupons given free with  
each purchase. The Value Fare pro-  
gram provides further discounts  
for their employees.

The People Moving Company is your transit system. Now that you've enjoyed a demonstration of what public transit can do for you, why not ride with us again...to work or school, for shopping and visiting friends. You're always welcome!

DON'T FORGET TO FILL IN YOUR EXPLORER AWARD ENTRY BLANK BELOW  
WIN A \$500 FIRST PRIZE OR TEN \$50 SECOND PRIZES

**TRANSIT DISCOVERY DAY EXPLORER AWARD ENTRY FORM**

Explorer Award entries may be deposited on all Greater Bridgeport Transit District Buses on October 10, 1983, or, returned in person or by mail to:

GTD-Explorer Award  
525 Water St., Bridgeport, CT 06604  
The BankMart-Explorer Award  
948 Main St., Bridgeport, CT 06604  
(or any BankMart Branch)  
WICC Radio 60-Explorer Award  
177 State St., Bridgeport, CT 06604

Name \_\_\_\_\_ Telephone \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

All entries must be received by 5PM, October 17, 1983.

FIGURE 3-6. TRANSIT DISCOVERY DAY PROMOTIONAL MATERIAL

\$9,000, or less than 30 percent of total expense for the promotion.

### 3.7.3 Other Joint Marketing and Promotions

A number of other private/public ventures in Bridgeport to promote both GBTD and the sponsor(s) have occurred. In each case, the cooperating parties pooled their resources to produce a marketing program that benefited each. In some cases the private sector covered nearly all direct expenditures, with GBTD providing staff time and planning assistance. For example:

- o A fast food chain covered the costs (\$500) of printing a transit guide to a local shopping center. The guide included coupons for use at the fast food restaurant and bus information on the routes serving the shopping center (see Appendix).
- o Seven local merchants are participating in a "Shop and Ride" program by offering free bus tokens to their customers.
- o A local radio station gave GBTD \$2,500 of in-kind services in exchange for use of its name as sponsor of a promotional mailing to 52,000 Bridgeport households. The contribution covered over 30 percent of all postage, printing, and handling expenses.
- o A local bank supported use of transit to the City's Christmas Tree Lighting event by covering the costs of extended Sunday service hours and a reduced 25 cent fare (\$1,000). The bank also helped GBTD market the event by sponsoring a direct mailing to its customers.

### 3.7.4 Summary

GBTD has leveraged a significant amount of private sector support for its several marketing activities, in conjunction with

the innovative pricing mechanisms developed as part of the demonstration. While no comprehensive estimate of the dollar value of this cooperation has been made, it is clear that a substantial portion of the marketing done by GBTD during the demonstration period could not have been achieved without it. A variety of public and private employers, educational institutions, and local stores of all sizes have been willing to engage in transit promotional activities. The impetus for many of these cooperative actions was initially achieved by involvement of the private sector in the distribution and subsidizing of fare prepayment instruments or the merchant discount coupons. The ideas for and pursuit of joint projects by GBTD has been limited only by the amount of staff time it takes to secure private sector involvement and complete other planning tasks. Most recently, GBTD has been pursuing the possibilities of joint promotion via business advertising on transit schedules and updates of the transit system map.

### 3.8 PROGRAM COSTS AND LEVEL OF EFFORT

The pricing demonstration, as part of the overall brokerage demonstration, was given significant freedom to operate in an atmosphere more oriented to research and development than would typically be found in a transit agency. The overall demonstration expenditures must be qualified in light of their serving as ambitious and broad-based experiments. The description of costs presented in this section also provides a breakdown of the costs for specific pricing demonstration activities. These more specific cost estimates are more relevant to agencies considering implementation of the types of innovations demonstrated by the Bridgeport pricing demonstration.

#### 3.8.1 Overall Pricing Demonstration Expenditures

Approximately one-half million dollars has been expended by the pricing demonstration over a five-year period, which represents about 25 percent of the entire demonstration-related grants to GBTD. The annual expenditures for the pricing program are

presented in Table 3-3. Fluctuations in rate of expenditure reflect the arrival of the pricing manager in August 1980 as well as his decreasing hours of work during in the final phases of the demonstration. In addition to the pricing manager, the pricing demonstration was staffed by a planning assistant, and it also supported fractions of GBTD senior management and administrative staff time.

During the course of the pricing demonstration, GBTD also had a non-demonstration marketing budget that helped support, and later absorbed project activities as the demonstration was phased out. For this, approximately \$110,000 was budgeted annually during the period 1979 to 1984, with \$136,000 in FY 1985. This includes labor,\* supplies, advertising, and other promotional expenses. The overall operating budget for GBTD was about \$5 million annually during the course of the demonstration, excluding demonstration funds.

### 3.8.2 Cost Estimates for Specific Activities

The level of staff effort and direct costs for implementing and maintaining specific demonstration activities are presented in Tables 3-4 and 3-5. Table 3-4 contains estimates for the merchant discount and employer subsidization programs. The merchant program cost approximately \$21,300 and 90 staff days to start up per year for two years, with annual ongoing costs of \$5,700 and 14 staff days. Start-up costs may be lower for agencies in cities of a size comparable to Bridgeport, because the Bridgeport model for program development now exists. The employer program cost about \$15,000 in start-up per year for two years, and \$2,500 in ongoing annual administrative and promotional costs, with annual staff efforts of 65 days for start-up and 15 days for ongoing work.

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\*Although there was a GBTD Director of Marketing during the demonstration, he was primarily involved in non-marketing activities.

TABLE 3-3. ANNUAL GBTD PRICING DEMONSTRATION EXPENDITURES

<u>Time Period</u>	<u>Demonstration Funds Expended</u>
September 1979-June 1981	\$ 57,500
July 1981-June 1982	137,200
July 1982-June 1983	121,600
July 1983-June 1984	120,800
July 1984-June 1985	50,000*
Balance Remaining	<u>13,900</u>
TOTAL	\$501,000

\*Approximate

TABLE 3-4. ESTIMATED STAFF LEVEL OF EFFORT AND DIRECT COSTS OF GBTD PASS-RELATED PROGRAMS

	<u>Start Up<sup>a</sup></u>	<u>Annual Ongoing</u>
<b>Merchant Discount Program</b>		
Staff (person-days)		
Manager	50	10
Assistants	40	4
Printing		
Coupons	\$ 2,500	\$ 300
Booklets	3,800	1,900
Other Advertising/Promotion (e.g., mailings, posters)	15,000	3,500
	<u>\$21,300</u>	<u>\$5,700<sup>b</sup></u>
<b>Employer Subsidization Program</b>		
Staff (person-days) for Employer Outreach		
Manager	35	10
Assistants	30	5
Administrative and Promotional Costs (e.g., mailings, posters, fliers)	\$15,000	\$2,500 <sup>c</sup>

<sup>a</sup>Per year over two years.

<sup>b</sup>For 1986, when one booklet will be printed for the entire year rather than 2-4 times per year, as done during expansion phases.

<sup>c</sup>Administrative costs now absorbed by accounting department and operations budget.

NOTE: All costs are given in 1984 dollars.

TABLE 3-5. ESTIMATED COSTS OF JOINT MARKETING AND PROMOTION

	<u>GBTD</u>	<u>Private</u>	<u>Total</u>
<b>Transit Discovery Day (Free Fare Day)</b>			
Staff (person-days)	60	4	64
Advertising	\$3,800	\$8,000 <sup>a</sup>	\$11,800
Revenue foregone		5,250	5,250
	<u>\$3,800</u>	<u>\$13,250</u>	<u>\$17,050</u>
<b>Promotional Mailing to 50,000 Households</b>			
Staff (person-days)	9	0	9
Printing	\$2,450	\$ 0	\$2,450
Postage	3,850	0	3,850
Radio advertising received in exchange for publicity with mailing		2,500	2,500
	<u>\$6,300</u>	<u>\$2,500</u>	<u>\$8,800</u>
Other		merchant coupons distributed	
<b>Transit Guide to Trumbull Shopping Park</b>			
Staff (person-days)	2.5	0	2.5
Printing	\$ 750	\$500	\$1,250
Distribution	150 <sup>b</sup>	0	150
Advertising to support shopping park bus service	600	0	600
	<u>\$1,500</u>	<u>\$500</u>	<u>\$2,000</u>
Other		coupons for fast food restaurant	

<sup>a</sup>Includes estimated costs for a 35,000 household mailing.

<sup>b</sup>Estimated shared cost to participate in larger mailing. Primarily distributed on buses.

NOTE: All costs are given in 1984 dollars.

Table 3-5 indicates the estimated costs of selected public/private marketing and promotional efforts undertaken in Bridgeport. In each case, public and private costs are separated so that the amount and range of private sector involvement can be identified. For Transit Discovery Day, for example, where free bus rides and prizes were offered, the private sector contributed \$13,250 of the \$17,050 total cost of the event. For the promotional mailing to 50,000 households, nearly 30 percent of costs were covered by a contribution of in-kind radio advertising, and merchant discount coupons were distributed. Finally, private contributions to the "Transit Guide to Trumbull Shopping Park" amounted to 25 percent of costs plus coupons for a fast food restaurant.

## 4. SUMMARY AND CONCLUSIONS

### 4.1 PROGRAM ACHIEVEMENTS

The pricing demonstration led to innovations that support the provision and use of transit services in the Bridgeport area. The following summary of demonstration activities identifies the essential elements of the project's innovations, and how they contribute to our understanding of their general feasibility, implementation considerations, and impacts. This section also includes a discussion of GBTD's continuation of elements of the pricing demonstration program. Finally, the transferability of demonstration findings to other transit environments is considered.

#### 4.1.1 Integration of Service Suppliers

Because the agenda of GBTD remained focused on the development and efficient operation of the fixed-route bus system, the pricing demonstration was limited in what could be achieved with respect to the integration of different modes of transportation service. The pricing manager did not have the institutional authority to influence the overall agenda set by the Board. However, he was able to provide input into the design of the Fairfield MiniMover, a community minibus system designed in 1980 to meet Fairfield's demand for transit service following the gas shortage of 1979. A service for Fairfield had been high on the Board's agenda, given the town's demand for service and its observed importance to GBTD's overall service network.

Thus, the primary activity of the pricing demonstration with regard to integration of service suppliers was the role it played in service planning and pricing for the MiniMover service. A differential fare structure was developed to serve the system's peak (New York City commuter) market, and its off-peak (transit captive) market, consisting mainly of elderly and youth. A flat fare was set for the off-peak service, and a higher, distance-based fare was set for the commuter routes, which involved longer

trips than the off-peak service. Both service and market characteristics were considered by the pricing manager in the establishment of a fare structure for the MiniMover. The pricing manager also provided support for pricing and marketing issues for the Express Bus Commuter Service and for the inner-city East Side Ride Project.

The pricing manager was also involved in smaller scale projects to bring new transportation suppliers into GBTD's system. He worked cooperatively with Metropool, the area ride-sharing agency, to promote ridesharing at area employers. He also tried at length, but unsuccessfully, to secure company financing of an employer-based bus route to be provided by GBTD.

#### 4.1.2 Service Cost and Market Segmentation Analyses

These analyses were considered critical to the initial design of the demonstration, for they were to provide input to decisions regarding service mode choice and fare levels. The service cost allocation analysis was to be used during planning for comparing the costs of providing different types of service, as well as for evaluating ongoing service. The market segmentation analysis was expected to help identify the basic components of transit demand in the community so that service could be effectively brokered to those segments. Fare structure and other aspects of service were to be based on the costs of providing service, as well as on the attributes of the market segments.

The extent of actual involvement of the pricing demonstration in service cost and market analyses proved much more limited than anticipated in its original scope, in part due to the lack of the development of a true multi-modal system as envisioned for the overall demonstration. The primary barrier to the full implementation of cost-based and market-segmented pricing on the fixed-route system was the absence of any major price sensitive markets, and the predominance of transit dependents in Bridgeport's transit market.

The market segmentation approach was emphasized by the pricing manager and linked closely to the development of

innovative fare prepayment mechanisms. Using results of a 1980 on-board survey of GBTD buses, he identified existing transit market segments for which prepayment mechanisms were then designed: commuters who rarely use transit for other purposes, those who use transit for work and other purposes, and the occasional transit user. The design of prepayment mechanisms appropriate to each group was intended to control the revenue loss associated with pass programs of other transit agencies that set the consumer break-even level fairly low in order to increase the broad appeal of the pass.

#### 4.1.3 Innovative Fare Structures and Privately Subsidized Fare Prepayment Schemes

This element of the pricing program developed into the principal focus of the demonstration.

The pricing manager devoted considerable effort to the development of fare prepayment mechanisms based on innovative pricing schemes. In developing the mechanisms, GBTD sought to maximize revenue while making the mechanisms as appealing as possible to the market segments for which they were designed. Revenue maximization was sought by:

1. designing passes for specific market segments to avoid lowering the price for broad appeal and to reduce fraud; and
2. seeking private sector subsidy for purchase of fare prepayment mechanisms rather than the traditional public sector subsidy.

Three prepayment mechanisms were directed at different transit markets. The Commuter Card for peak period use only was designed to appeal to the regular peak hour commuter, but to avoid revenue loss associated with an unlimited use pass. It was ultimately transformed to a less restrictive, full payment Weekday Pass, good only for weekday use and priced at a break even level of 36 trips. Selling at \$27 per month, the Weekday

Pass is an entirely prepaid instrument intended to maximize convenience for the user. The Fare Cutter Card was developed for the intensive user of transit in off-peak as well as peak periods. It has a break-even level of 35 trips per month, and a lower front-end cost (\$17) than the Commuter Card, but requires a small on-board fare of 25 cents for each trip made. The lower front-end cost is designed to be attractive to the lower income market segment, to whom the pass is targeted, while the reduced cash fare helps minimize revenue loss from trips that would be made beyond the break-even point of an unlimited use pass. The Fare Cutter Card proved the most popular of the passes in terms of unsubsidized sales. Finally, prepaid Token 10-Packs were sold for the convenience of the occasional transit user. Originally priced at no discount, a five cent discount per ride was introduced at the time of the most recent fare increase to recoup ridership loss.

Given the goal of minimizing transit agency revenue loss from pass sales, the pricing manager sought to subsidize the purchase price of the passes with resources from the private rather than the public sector. To this end, an Employer Subsidization Program was developed, with the amount of pass and token subsidies ranging from 15 to 100 percent. Participation levels have grown to about 15 firms and two universities. An additional public/private element of the fare prepayment program was an innovative Merchant Discount Program. Buyers of fare prepayment mechanisms received free coupons, with each coupon worth the equivalent of at least \$1, good at participating area merchants. The number of merchants participating was nearly 180 by the close of the demonstration. This program was the first of its kind to link retail discounts with transit fare prepayment. As experience with the merchant program developed, its function grew to include support of general marketing activities.

Of the prepayment mechanisms pursued during the demonstration, token sales have been most popular in Bridgeport. Pass sales were slow to increase and are currently lower than expected. They reached a combined total of approximately 250 per month by the end of the demonstration. However, the results are

not surprising given the Bridgeport environment and its various constraints on transit demand. When passes were first introduced, the public was adjusting to a new transit service, which, prior to GBTD takeover, had a very negative image. Additionally, the national recession coincided with the demonstration, and its relatively severe impact on Bridgeport inhibited the purchase of monthly passes. Furthermore, the pre-payment mechanisms were being marketed for a conventional bus system with a fairly low level of service, making substantial increases in the positive perception of transit and pass purchases difficult to achieve.

#### 4.1.4 Transit Marketing with Private Sector Support

In the spirit of the brokerage demonstration, which planned for the coordination of public and private service providers, the pricing manager aggressively sought private sector support in the marketing of transit services. The extensive support obtained from the private sector enabled more transit marketing than would otherwise have occurred, and it appears to have helped improve the image of transit in Bridgeport through the publicized association of GBTD with the business community. The private sector also gained from the positive public relations aspects of its support of public transit. Among the joint promotional and marketing efforts were:

- o employer sales of passes and tokens, often with subsidies;
- o sales outlets at retail locations;
- o merchant discount coupons as rewards for pass purchases and requests for transit information;
- o Transit Discovery Day, with free rides and publicity supported by the private sector;

- o direct mailings promoting transit, sponsored in part by private companies; and
- o transit guide costs covered by private firms in exchange for advertising in the guides.

#### 4.1.5 Summary of Program Achievements

The pricing demonstration has covered a great deal of ground in its five years of operation. While it engaged, at least nominally, in all parts of the agenda set out for it under the brokerage demonstration, its scope was constrained by the limited brokerage activities that were implemented. As a result, the pricing demonstration agenda evolved to focus on two outgrowths of the original scope of work: development of fare prepayment mechanisms and marketing of transit services, both incorporating private sector involvement to the greatest extent possible. It was in these later activities where the major innovations of the GBTD pricing program are found.

Certainly not all aspects of the Bridgeport pricing program are entirely new to the transit industry. Employer subsidized pass programs have already been tested and found valuable; joint marketing and a market segmentation approach are not ideas unique to GBTD. Yet, certain aspects of the program are very new: the Merchant Discount Program, the segmented pass program, and the direct marketing techniques, for example. Furthermore, in Bridgeport both old and new elements of various approaches to transit pricing, fare prepayment, and marketing were linked together in an overall transit promotional program.

#### 4.2 PLANNING FOR CONTINUATION OF POST-DEMONSTRATION PRICING PROGRAM ELEMENTS

Federal funding for the pricing demonstration was exhausted by June 30, 1985, but the transition of the demonstration's pass and token programs, merchant discount and employer subsidization programs, and joint marketing activities to their place within GBTD has proceeded smoothly. Their absorption by GBTD is largely

due to the early and careful end-of-demonstration planning for the transition. That planning involved three major elements:

1. transitional role for the demonstration pricing manager;
2. institutional changes spurred by the end of the demonstration; and
3. streamlining of programs for incorporation into the GBTD budget.

More than a year before the end of the demonstration, the pricing manager switched his status from a full-time employee of GBTD to a part-time consultant, gradually working less and less on the demonstration and winding down to about one or two days per week. Prolonging the end of the demonstration in this way had the effect of easing the process of agency absorption of demonstration activities by creating a true transitional period. The pricing manager was able to work with permanent GBTD staff during their initial management of demonstration activities, providing guidance and helping to resolve problems as they arose. He was also able to plan for post-demonstration activities with the staff.

Of particular importance in this transition was the creation of a new Information Manager position, which was filled by the existing Director of Marketing who had only worked tangentially with the pricing demonstration program. The Director of Marketing position was elevated within the GBTD administrative structure, and a new Director of Marketing was hired in January 1985, about six months before the end of the demonstration. During those six months, the new marketing director worked in close cooperation with the pricing manager to renew and assess the marketing and related activities developed under the demonstration. As part of this transitional work, a marketing plan for the following year was developed and timetables and goals for the pass and token programs were established.

By turning the pricing manager's activities over to the new marketing director, elements of the pricing program were institutionalized in GBTD. In addition, the agency indicated its commitment to the demonstration finding that direct marketing to non-transit users is required to establish a stronger transit market in Bridgeport before any non-conventional pricing approaches can be truly successful. The agency also acknowledged the importance of direct marketing techniques by continuing to fund direct marketing programs in its budget while eliminating funds for media advertising. The continued use of merchant discounts as a reward associated with direct marketing, with program materials paid for by the marketing budget, is indicative of the institutionalization of demonstration initiated programs.

GBTD has taken over responsibility for demonstration activities with only minor changes in the programs to date. The Merchant Discount Program has been streamlined to reduce the costs of printing the associated coupon books, merchant list, and newsletter. One merchant book for all of 1986 is planned. The media advertising arranged with a local radio station, in exchange for placing its advertisement prominently on the merchant discount booklet, will be continued. While the pass and token programs remain as they were during the demonstration, revisions are still under consideration. Analysis in Spring 1985 indicated clearly different functions and markets served by the different instruments, which reinforced their continuation.

#### 4.3 TRANSFERABILITY AND APPLICATION TO OTHER AREAS

The establishment of a long-term brokerage and pricing demonstration similar to the one in Bridgeport is not likely to be undertaken elsewhere. The Bridgeport experience, however, does show that an innovative pricing/marketing program can be developed and sustained in a medium size transit agency. In addition, certain elements of the Bridgeport experience have already been shown to be transferable to other transit agencies. In particular, the market segmentation approach to the design of

fare prepayment mechanisms, the merchant and employer subsidization programs, and joint marketing efforts have been of strong interest to other jurisdictions.

The success of innovatively-priced fare prepayment mechanisms, marketing programs, employer subsidization of passes, and merchant programs depends in part on site-specific factors, as the experience in Bridgeport and other cities indicates. Early results of transferability show that other areas may be more fertile ground than Bridgeport for market-segmented and cost-based transit pricing innovations. While not exhaustive of the characteristics that other agencies should consider when contemplating transferability, the following discussion provides examples of the characteristics that are perceived to have influenced results in Bridgeport.

#### 4.3.1 Transit User Share

The relatively small transit mode share in Bridgeport significantly limited sales of prepayment mechanisms. An agency with a larger transit-using public base may make greater inroads into pass sales.

#### 4.3.2 Special Market Segments

For a variety of reasons, the commuter peak hour transit market in Bridgeport is quite small. Consequently, the Commuter Pass directed to this group never experienced a significant demand. Agencies with high commuter ridership are likely to have a more successful experience with commuter passes. Also, other jurisdictions should consider carefully which markets are appropriate to target with specially-designed fare prepayment mechanisms. The Bridgeport segments may or may not be applicable; other possible segments are students and off-peak travelers to downtown, for example.

#### 4.3.3 Income Levels and Economic Health

In Bridgeport, transit users belong mostly to the area's low income population. Because prepayment mechanisms require an initial cash outlay, this population would be most resistant to them. The Fare Cutter Card minimized the cash outlay and was the more popular of the pass mechanisms.

The declining character of downtown Bridgeport, and the recession of 1982 and 1983 may have been obstacles to increasing transit use through the promotion of prepayment mechanisms. A more thriving area in a time of greater prosperity may experience better consumer response to innovative prepayment mechanisms.

#### 4.3.4 Private Sector Involvement

The success of employer subsidization programs and joint marketing can only be achieved if the private sector recognizes its obligation to promote the public good and/or its self-interest in promoting a less congested environment. Considerable effort was required on the part of the GBTD pricing manager to secure the cooperation of private companies; the range of receptivity was very wide. A certain "critical mass," either in terms of the number of participating organizations or the initial support of key business leaders, may be needed to achieve substantial private sector support for transit. The more willing the private sector, the faster the rate of growth of subsidization and marketing programs.

#### 4.4 TECHNICAL ASSISTANCE FOR THE DEVELOPMENT OF SIMILAR PROGRAMS

A key function of the pricing demonstration was to provide ongoing information to other transit agencies and the general public about the design and progress of the project elements. Although Bridgeport faced certain obstacles in developing its program due to the characteristics of the area, the overall conception and design of the pricing programs were deemed to be valuable to the general transit community. GBTD responded to the

approximately 200 requests for information during the course of the demonstration. News releases were regularly and frequently sent to the local media and transportation publications.

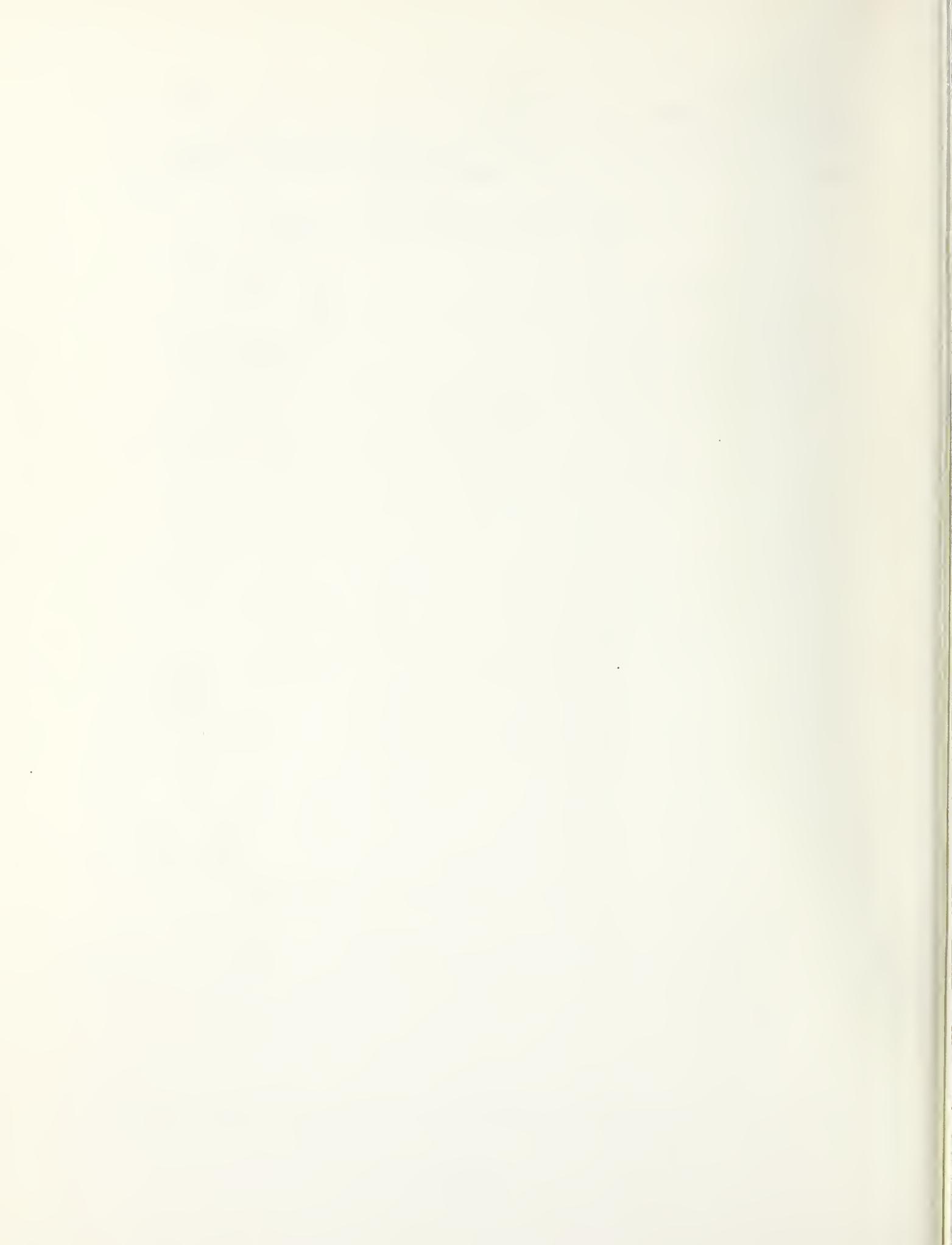
During the course of the Bridgeport pricing demonstration, other transit agencies developed prepayment programs based on the approach used in Bridgeport, often with technical assistance provided by the GBTD pricing manager. The assistance was generally provided through a technical assistance activity funded by UMTA and the Resource Center on Transit Pricing. Among the programs that have been developed or are under consideration as a result of the GBTD experience are:

- o A Fare Cutter Card at the Tidewater Regional Transit District, Norfolk, Virginia. The card replaced a declining pass program, and sales of the card now exceed those of the pass in recent years.
- o A merchant program established to aid in transit marketing to non-riders at New Jersey Transit; an employer subsidy program is under consideration.
- o A merchant/prepayment program under consideration in Lexington, Kentucky.
- o An expanded area employer pass program promoted by the Baltimore Metropolitan Transit Authority.
- o Employer subsidy initiatives under consideration at New York City's MTA.
- o A merchant discount plan and application as non-rider incentive program in suburban Philadelphia (Delaware County).
- o Legislation introduced in Connecticut, New Jersey, and New York offering state tax credits for employer subsidy of employee transit fares.

The initial experience with transferability indicates that other jurisdictions can use various elements of the Bridgeport pricing demonstration successfully, the most notable one so far being Norfolk.

APPENDIX

GBTD SAMPLE PROMOTIONAL MATERIAL



**WHERE TO BUY YOUR VALUE FARE PASSES AND TOKENS**

- Lafayette Bank and Trust Company (Tel. 367-6651)  
345 State Street - Bridgeport  
Lafayette Plaza (2nd floor) - Bridgeport  
Madison and Capital Avenues - Bridgeport  
1640 Barnum Avenue - Bridgeport  
Fairfield Avenue and State Street - Bridgeport  
1643 Post Road - Fairfield  
Tumbull Shopping Park - Trumbull
- Greater Bridgeport Transit District (Tel.) 333-3031  
Bridgeport Railroad Station (3rd floor)

**HOW TO USE YOUR VALUE FARE COUPONS**

- When you purchase your VALUE FARE pass or tokens, be sure to get the current (monthly) Merchant Discount list. Offerings are good only during the month shown on the Merchant Discount List
- Choose the item(s) you want from the Merchant Discount List
- Take your coupon book to the merchant(s) offering the item(s) you have chosen. Present the coupon book to the merchant when making your purchase. He will remove the coupon(s). Loose coupons will not be accepted

**USING PASSES OR TOKENS ON EXPRESS BUSES**

- COMMUTER PASS - An additional cash fare of 15-cents is required when riding a GBTD express bus. A Commuter Pass should not be purchased if you use express buses on Saturday because the pass is valid Monday through Friday only
- FARE-CUTTER CARD - An additional cash fare of 40-cents is required when riding a GBTD express bus
- TOKENS - An additional cash fare of 15-cents is required when riding a GBTD express bus

**REDUCED FARE PASSENGERS**

- People Mover VALUE FARE coupons are issued only with the purchase of passes and tokens, which are priced at the full-fare rate. Passes and tokens are not available at reduced-fare (senior citizen, handicapped or youth) rates

**USING PASSES AND TOKENS ON FAIRFIELD MINIMOVERS**

- FARE-CUTTER CARDS and COMMUTER PASSES may be used on MINIMOVER Daytime Routes. (Commuter Passes are valid only before 9AM and after 2PM)
- FARE-CUTTER CARDS and COMMUTER PASSES are not intended for use on MINIMOVER Commuter Routes. Quarterly Pass Subscribers receive a VALUE FARE 20-coupon book by mail each month. Use of Fare-Cutter Cards on MINIMOVER Commuter Routes will require 25-cents additional fare in Zone 1, and additional surcharges to equal regular cash fares in Zones 2 thru 7. Monthly Commuter Passes are not valid on MINIMOVER Commuter routes
- TOKENS can be used as regular fare on MINIMOVER Daytime routes. Use of tokens for MINIMOVER Commuter route Zones 2 through 7 will require additional cash fare equal to the zone fare. Token value is 60-cents

Merchants interested in joining the VALUE FARE program should contact the GBTD Merchant Coordinator at 333-3031



greater bridgeport transit district

525 water street  
bridgeport, ct. 06604

Information 333-3031

get \$5 . . . \$20  
and  
**MORE FREE!**

with



**COUPONS**

*"It's like not paying any fare at all"*

Sales Start October 21, 1981

SEE INSIDE FOR MONEY SAVING DETAILS

RIDING THE BUS HAS NEVER BEEN SUCH A BARGAIN! NOW, you can pay your People Mover (bus) fare and get as much value back in VALUE FARE coupons that you can exchange for tremendous discounts on many of the things you want or plan to buy... food... clothing... housewares... appliances... for the home, office and personal use. And it's so easy! All you do is buy either a People Mover Fare-Cutter Card, Commuter pass, or 10-Pack of tokens. With each purchase, you get a free VALUE FARE Coupon Book! With your book you also get a special Merchant Discount List that shows where you can redeem your VALUE FARE coupons, and the merchandise that is being offered by VALUE FARE Merchants. VALUE FARE offerings change every month, so you always have new bargains to consider. Your VALUE FARE coupons do not expire. You can use them this month, next month or six months from now. So, start making YOUR People Mover fare save money for you. It's really like not paying any fare at all. HERE'S HOW TO DO IT!



**BANK**  
GO TO ANY BRANCH OF LAFAYETTE BANK AND TRUST COMPANY (SEE BACK OF FOLDER) OR TO THE GREATER BRIDGEPORT TRANSIT DISTRICT OFFICE IN THE BRIDGEPORT RAILROAD STATION (THIRD FLOOR), AND PURCHASE ONE OF THE FOLLOWING:

**MONTHLY FARE-CUTTER CARD** for \$15 (get a free VALUE FARE 20-coupon book)

This card may be used on regular GBTD routes at all times with payment of a cash fare of only 25-cents.\*

Buy the Fare-Cutter Card if you are a regular bus rider and use the bus at all times of the day. The more you ride, the more you save!

**MONTHLY COMMUTER PASS** for \$23 (get a free VALUE FARE 20-coupon book)

This pass may be used on a fare-free basis on regular GBTD routes before 9AM, and between 2PM and 6PM, weekdays only.\*

Buy the Commuter Pass if you use the bus regularly for going to and returning from work on weekdays during regular commuting hours only.

**10-TOKEN PACKET** for \$6 (get a free VALUE FARE 5-coupon book)

Tokens may be used at full fare on regular GBTD routes at all times.\*

Buy token 10-Packs if you are an occasional transit user.

\*See back panels for use of express buses and MINIMOVER routes.



**LOCAL MERCHANT**  
Remember though, loose coupons will not be accepted by merchants.



Whether you use the bus for commuting only, or for all of your travel needs, with the People Mover VALUE FARE you've saved money... perhaps even more than the cost of your pass or tokens! It's like not paying any fare at all! Just think of what you can do with your VALUE FARE savings. So, be one of the smart people who know how to get more for their money. Get your VALUE FARE pass or tokens now!



*"It's like not paying any fare at all"*

# TRANSIT DISCOVERY DAY

Columbus Day  
October 10, 1983

**UNLIMITED FREE RIDES**  
on all People Mover and MiniMover  
buses in Bridgeport, Fairfield, Stratford  
and Trumbull! **plus**

**\$1,000 in Explorer Awards!!!**

**BancOne**  
**TheBankMart**

Sponsored by  
Greater Bridgeport  
Transit District

**60**  
**wicc**  
YOUR NUMBER ONE RADIO STATION



**J**oin us for a day of unlimited free rides on all People Mover and MiniMover buses on Transit Discovery Day, October 10, 1983. **IT'S FREE!** Explore your transit system, and discover how easy it is to reach your favorite mall or shopping area. **IT'S FREE!** Discover how easy it is to avoid traffic frustrations and searching for parking... by using your transit system. **IT'S FREE!** Explore the many possibilities for commuting to work and school, shopping and personal business. **IT'S FREE!** You can do it all with public transit. **AND**, on Transit Discovery Day (Columbus Day), **IT'S FREE!** Try any or all of the 18 People Mover and MiniMover routes serving Bridgeport, Fairfield, Stratford and Trumbull. **IT'S FREE!**

**\$1,000 in Explorer Awards!!!**

While you're discovering the advantages of public transit, get your Transit Discovery Day Explorer Award entry form. **YOU** could be the Grand Prize Winner!

So, **JOIN US!** Be our guest, and discover your transit system.

Sponsored by

**BancOne**  
**TheBankMart**

**the people Moving Co**  
Greater Bridgeport Transit District

**60**  
**wicc**  
YOUR NUMBER ONE RADIO STATION

Plan your Transit Discovery Day trips now! Fill in and return this form to receive free route maps, schedules and VALUEFARE Merchant Discount Coupons. Just tell us where you want to go and we'll get you there. Please return by September 30, 1983.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zip \_\_\_\_\_

Check One:  
 Senior Citizen  
 Youth-Under 18  
 Adult

- |   |  |
|---|--|
| <input type="checkbox"/> Downtown Bridgeport                        | <input type="checkbox"/> Fairfield Center                  |
| <input type="checkbox"/> Stratford Center                           | <input type="checkbox"/> Trumbull Center                   |
| <input type="checkbox"/> Black Rock Center                          | <input type="checkbox"/> Trumbull Shop. Park               |
| <input type="checkbox"/> Sacred Heart Univ.                         | <input type="checkbox"/> Univ. of Bridgeport               |
| <input type="checkbox"/> Hawley Lane Mall                           | <input type="checkbox"/> Dock Shopping Center              |
| <input type="checkbox"/> Housatonic Com. Col.                       | <input type="checkbox"/> Brookside Shop. Ctr.              |
| <input type="checkbox"/> Crossroads Mall                            | <input type="checkbox"/> Commerce Park                     |
| <input type="checkbox"/> Columbia Towers                            | <input type="checkbox"/> Dinan Center                      |
| <input type="checkbox"/> Seaside Park                               | <input type="checkbox"/> Jai Alai                          |
| <input type="checkbox"/> St. Vin. Med. Ctr.                         | <input type="checkbox"/> Park City Hospital                |
| <input type="checkbox"/> Bpt. Hospital                              | <input type="checkbox"/> Westport (transfer)               |
| <input type="checkbox"/> Milford (transfer)                         | <input type="checkbox"/> New Haven (transfer)              |
| <input type="checkbox"/> West Haven (transfer)                      | <input type="checkbox"/> Ct. Post Shop.<br>Ctr. (transfer) |
| <input type="checkbox"/> Other: _____<br>(shopping, work or school) |  |

Call 333-3031 for general bus information.  
Please Mail by Sept. 30, 1983.

TRANSIT DISCOVERY DAY PROMOTIONAL MATERIAL

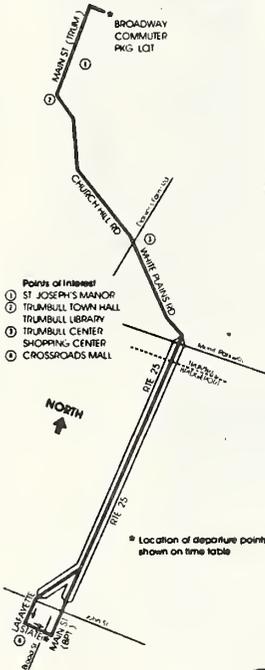


# GET A FREE RIDE!

The FAST and EASY way to Downtown Bridgeport, and a \$1000 savings!

Trumbull To Downtown Bridgeport via Route 25

## ROUTE 14



Take a fast route downtown! Get to Bridgeport just as fast as by driving, and save on parking, save on gasoline and other costs and save on wear and tear. Meet GBTD's new Express Route #14 at the Broadway Commuter Parking Lot (off Main Street at the Trumbull/Monroe line) for a quick trip to Downtown Bridgeport via the Route 25 Expressway. If you're commuting to Bridgeport by car, trade-in 14 miles of driving for a comfortable seat in an air-conditioned People Mover! Our fares are low, less than 63¢ per ride with a monthly pass and even less for seniors and youth. Car drivers can save over \$80 a month or \$1000 per year in car operating expenses alone, even more if you now pay for parking. "Park and Riding" is the new and best way to Downtown, the Railroad Station, and everywhere else our 16 routes serve. Our Route #8 also serves the Broadway Commuter Lot, for an easy trip to Trumbull Shopping Park.

We want you to give us a try! To get a free GBTD bus token, merchant discount coupons worth at least \$5 at area stores and restaurants, and more transit information including the Trumbull Express or other bus route schedules, just mail the card below.

### ROUTE 14 Monday - Friday Service Schedule

SOUTHBOUND		NORTHBOUND	
Leaves:	Arrives:	Leaves:	Arrives:
Commuter Parking Lot	State & Broad	State & Broad	Commuter Parking Lot
7:08 AM	7:32 AM	6:40 AM	7:02 AM
7:54	8:13	7:32	7:54
8:33	8:52	8:13	8:33
9:30	9:52	8:52	9:15
10:36	10:57	9:57	10:36
11:30	11:52	10:57	11:21
12:30 PM	12:52 PM	11:57	12:21 PM
1:30	1:52	12:57 PM	1:21
2:45	3:07	1:57	2:42
3:40	4:02	3:07	3:21
4:24	4:43	4:02	4:24
5:04	5:23	4:43	5:04
6:37	7:05	5:23	5:44
		6:20	6:38

GBTD operates 16 bus routes serving all major activity centers in Bridgeport, Stratford, Fairfield and Trumbull. Mail this card today to receive a free token, merchant discounts, and more information on transit services meeting your travel needs. Call 333-3031 for general transit information.

Free token offer expires 9/15/84

**Greater Moving Co.**  
greater bridgeport transit district

Please send me a free bus token, merchant discount coupons and bus schedules for the services and destinations shown below.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zip \_\_\_\_\_

Check One:

- Senior Citizen  
 Youth - Under 18  
 Adult

Free token offer expires 9/15/84

Route 14 - Express to Downtown Bridgeport

- Stratford Center  
 Black Rock Center  
 Sacred Heart Univ.  
 Hawley Lane Mall  
 Housatonic Com. Col.  
 Crossroads Mall  
 Columbia Towers  
 Seaside Park  
 St. Vin. Med. Ctr.  
 Bpt. Hospital  
 Milford (transfer)  
 West Haven (transfer)
- Fairfield Center  
 Trumbull Shop. Park  
 Univ. of Bridgeport  
 Dock Shopping Center  
 Brookside Shop. Ctr.  
 Commerce Park  
 Dinan Center  
 Jai Alai  
 Park City Hospital  
 Westport (transfer)  
 New Haven (transfer)  
 Ct. Post Shop. Ctr. (transfer)

Employer or other primary destination \_\_\_\_\_

ROUTE-SPECIFIC PROMOTIONAL MATERIAL

Limit 1 per coupon!

**Roy's Delicious  
Quarter-Pound\*  
Hamburger**  
**99¢** (cheese extra)

Juicy lean ground beef on a fresh  
sesame roll. Fits in the way you like  
it at our free Plate 'n Bar.  
\*Pre-cooked weight

Please present coupon to cashier before ordering.  
Void where prohibited. Not good in combination with  
any other offer. Cash value 1.60¢. Customer must pay  
applicable sales tax.

**Roy Rogers'**

Offer good only at  
• 935 Barnum Ave., Stratford  
• Trumbull Shopping Park, Trumbull  
Valid thru August 31, 1984

Limit 1 per coupon!

**Roy's Delicious  
Quarter-Pound\*  
Hamburger**  
**99¢** (cheese extra)

Juicy lean ground beef on a fresh  
sesame roll. Fits in the way you like  
it at our free Plate 'n Bar.  
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\*Pre-cooked weight

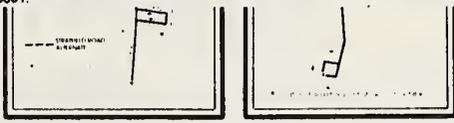
Please present coupon to cashier before ordering.  
Void where prohibited. Not good in combination with  
any other offer. Cash value 1.60¢. Customer must pay  
applicable sales tax.

**Roy Rogers'**

Offer good only at  
• 935 Barnum Ave., Stratford  
• Trumbull Shopping Park, Trumbull  
Valid thru August 31, 1984



Pass...  
If you like the Roy Rogers Coupons in this Guide, you'll love GBID's Value Fare Program. Discount coupons good for big savings at over 120 area stores and restaurants (including Trumbull Shopping Park) come free with GBID monthly passes and token packs, or send a stamped, self-addressed envelope to GBID, 525 Water St., Bpl., CT 06604. Pass and token buyers save on fares too! For more information, call 333-3031.



**Greater Bridgeport Transit District  
People Mover Routes**

- ROUTE 1 HOLLISTER HGIS - CITY LINE (Barnum Av.)/PT BARNUM/APARTMENTS (Fairfield Av.)
- ROUTE 2 WESTPORT LINE (Frid. Center)/DOCK SHOPPING CENTER (Stratford Av.)
- ROUTE 3 TRUMBULL SHOPPING PARK/DOWNTOWN BRIDGEPORT (Madison Av.)
- ROUTE 4 TRUMBULL SHOPPING PARK/SEASIDE PARK (Park Av.)
- ROUTE 5 HAWLEY LANE MALL - PARADISE GREEN (Seaview Av.)/SEASIDE PARK (Seaview Av.)
- ROUTE 6 TRUMBULL AV./DOWNTOWN BRIDGEPORT (Noble Av.)
- ROUTE 7 HOLLAND HILL - FAIRFIELD (Kings Hwy.)/DOWNTOWN BRIDGEPORT (Kings Hwy.)
- ROUTE 8 TRUMBULL SHOPPING PARK-LONGHILL/SEASIDE PARK (Main St.)
- ROUTE 9 TRUMBULL TOWN HALL-TREELAND/DOWNTOWN BRIDGEPORT (East Main St.)
- ROUTE 10 PARADISE GREEN - LORDSHIP/DOWNTOWN BRIDGEPORT (Stratford Av.)
- ROUTE 11 FAIRFIELD WOODS (Black Rock Tpk.)/DOWNTOWN BRIDGEPORT (Tunxis Hill)
- ROUTE 12 TRUMBULL SHOPPING PARK/DOWNTOWN BRIDGEPORT (Chapsey Hill Rd.)
- ROUTE 13 SUCCESS PARK/DOWNTOWN BRIDGEPORT (Central Av.)
- ROUTE 14 TRUMBULL EXPRESS (White Plains Rd.)/Rte. 2
- ROUTE 15 HAWLEY LANE MALL (Huntington Rd.)/BLACK ROCK (Fairfield Av.)
- ROUTE 17 SUCCESS PARK (E. Main St.)/DOWNTOWN BRIDGEPORT (E. Main St.)

**Fares**

Adults - 50¢ Discounted tokens and monthly passes available. Senior citizens and handicapped - 30¢ with ID. Youth - under 18 - 40¢.

For more information call 330.3001. Hand requests for schedules and route maps to GBTD, 525 Water St., Rt. CT 06604.

**Greater Bridgeport Transit Dist.**  
525 Water Street  
Bridgeport, CT 06604

Bulk Rate  
U.S. Postage  
PAID  
Permit No. 1335

**A  
Transit Guide  
to**



It's easy to get to Trumbull Shopping Park using public transit. The People Mowing Co. (GBTD) operates four convenient routes that bring you right to the Shopping Park entrances. This booklet includes maps of these routes and departure times from Downtown Bridgeport and Trumbull Shopping Park. GBTD also operates 12 other routes that serve all other major activity centers in Bridgeport, Fairfield, Stratford and Trumbull (see back cover). Use this guide to find the fastest, most convenient connection for your next trip to Trumbull Shopping Park.

See Special Discount Coupons for

**Roy Rogers®**

935 Barnum Avenue, Stratford  
Trumbull Shopping Park

**Route # 4**

Monday thru Friday		Saturday	
Leaving TSP Waldabaum's Mail	Leaving BPT Crossroads Mail	Leaving TSP Waldabaum's Mail	Leaving BPT Crossroads Mail
AM 5:55	AM 6:38	AM 8:00	AM 8:42
6:32	7:15	9:05	9:47
7:04	7:47	10:10	10:52
7:43	8:32	11:15	11:57
8:19	9:08	PM 12:20	PM 1:02
8:58	9:47	1:25	2:07
9:38	10:24	3:00	3:12
10:18	11:01	3:30	3:42
10:55	11:38	4:40	5:22
PM 11:32	PM 12:15	5:45	6:27
12:09	12:52		
12:46	1:29		
1:23	2:06		
2:00	2:43		
2:37	3:20		
3:14	3:57		
3:51	4:34		
4:28	5:11		
5:06	6:31		
5:48	7:45		
7:02	7:45		
8:16			
9:25			

**Sunday**

Leaving TSP Waldabaum's	Leaving BPT Crossroads
AM 9:24	AM 9:00
10:24	10:00
11:24	11:00
PM 12:24	PM 12:00
1:24	1:00
2:24	2:00
3:24	3:00
4:24	4:00

SELECTED PAGES FROM "TRANSIT GUIDE TO TRUMBULL SHOPPING PARK"  
(Continued)

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